
The Executive

TUESDAY, 13TH JUNE, 2006 at 19.00 HRS – CIVIC CENTRE, HIGH ROAD, WOOD GREEN N22 8LE.

MEMBERS: Councillors Meehan (Chair), Reith (Vice-Chair), Canver, Diakides, Amin, Basu, Haley, Harris, Mallett and Santry

AGENDA

1. APOLOGIES FOR ABSENCE

(if any)

2. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item 23 below. New items of exempt business will be dealt with at item 26 below).

3. DECLARATIONS OF INTEREST

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

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

4. MINUTES (PAGES 1 - 18)

To confirm and sign the minutes of the meetings of the Executive held on 14 and 21 March 2006.

5. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

6. MATTERS, IF ANY, REFERRED, TO THE EXECUTIVE FOR CONSIDERATION BY THE OVERVIEW AND SCRUTINY COMMITTEE (PAGES 19 - 98)

a) Scrutiny Review of Highways and Footpaths

Head of Member Services to report that the Overview and Scrutiny Committee at their meeting on 13 March 2005 considered the Scrutiny Review of Highways and Footpaths. The Scrutiny Review having been endorsed, the report is presented to the Executive meeting for noting and to request the Director of Environmental Services to produce a proposed response for consideration within 6 weeks of the request. The proposed response to include a detailed tabulated implementation action plan.

b) Scrutiny Review of Teenage Pregnancy

Head of Member Services to report that the Overview and Scrutiny Committee at their meeting on 13 March 2005 considered the Scrutiny Review of Teenage Pregnancy. The Scrutiny Review having been endorsed, the report is presented to the Executive meeting for noting and to request the Director of the Children's Service to produce a proposed response for consideration within 6 weeks of the request. The proposed response to include a detailed tabulated implementation action plan.

7. FINANCIAL OUTTURN 2005/06 (PAGES 99 - 146)

(Report of the Director of Finance – To be introduced by the Executive Member for Finance): To set the out the revenue and capital outturn for 2005/06.

8. PERFORMANCE REPORT - APRIL 2005 TO MARCH 2006 (PAGES 147 - 186)

(Report of the Chief Executive – To be introduced by the Executive Member for Organisational Development and Performance Management): To review 2005/06 service performance against the Council's basket of key indicators and to present proposed performance targets for the period 2006/07 to 2008/09.

9. PROGRAMME HIGHLIGHT REPORT (PAGES 187 - 248)

(Report of the Chief Executive – To be introduced by the Executive Member for Organisational Development and Performance Management): To set out the highlight report and exception report for projects that report to the Programme. **To follow**

10. IT IN-SOURCING - BUDGET ISSUES (PAGES 249 - 258)

(Report of the Chief Executive – To be introduced by the Leader): To set out the progress in the in-sourcing of the support for the Council's IT infrastructure, to report the emergent financial challenges caused by the re-opening of negotiations in December 2005, the agreement reached with the former supplier and the approach adopted by the former supplier as the settlement was reached and subsequently and to highlight the risks and challenges as the in-sourcing project moves forward.

11. APPOINTMENT OF THE EXECUTIVE PROCUREMENT COMMITTEE AND THE EXECUTIVE VOLUNTARY SECTOR GRANTS COMMITTEE (PAGES 259 - 262)

(Report of the Chief Executive – To be introduced by the Executive Member for Organisational Development): To propose the establishment of two Executive decision-making committees - Procurement Committee and the Voluntary Sector Grants Committee for the 2006/07 Municipal Year, their membership and quorum.

12. ADOPTION OF HARINGEY UNITARY DEVELOPMENT PLAN (PAGES 263 - 344)

(Report of the Director of Environmental Services – To be introduced by the Executive Member for Regeneration and Enterprise): To consider the results of the consultation, of the Council's responses to the Inspector's report and proposed modifications and to make recommendations to the Council. **To follow**

13. EXECUTIVE RESPONSE TO THE SCRUTINY REVIEW OF STREET SWEEPING AND CLEANLINESS (PAGES 345 - 358)

(Report of the Director of Environmental Services – To be introduced by the Executive Member for Environment and Conservation): To recommend the proposed response to the Scrutiny Review of Street Sweeping and Cleanliness. **To follow**

14. EXECUTIVE RESPONSE TO SCRUTINY REVIEW OF INTERMEDIATE CARE SERVICES (PAGES 359 - 396)

(Report of the Director of Social Services – To be introduced by the Executive Member for Social Services and Health): To propose an Executive Response to the recommendations of the Scrutiny Review of Intermediate Care Services.

15. MENTAL HEALTH STRATEGY 2005 TO 2008 (PAGES 397 - 402)

(Report of the Director of Social Services – To be introduced by the Executive Member for Social Services and Health): To brief the Executive on the progress in implementing the joint health and social care Mental Health Strategy.

16. POLICE AND JUSTICE BILL (CRIME AND DISORDER ACT REVIEW) (PAGES 403 - 408)

(Report of the Assistant Chief Executive (Strategy) – To be introduced by the Executive Member for Children and Young People): To inform Members of the current proposals under Part 3 of the forthcoming Police and Justice Bill, which relate to the review of the Crime Disorder Act 1998.

17. IMPLICATIONS OF RESPECT ACTION PLAN (PAGES 409 - 434)

(Report of the Assistant Chief Executive (Strategy) – To be introduced by the Executive Member for Crime and Community Safety): To provide an overview of the Respect Action Plan, outline current practice in relation to the Respect Agenda, and highlight implications for the Council.

18. DFES PRIMARY CAPITAL PROGRAMME (PAGES 435 - 438)

(Report of the Director of the Children's Service – To be introduced by the Executive Member for Children and Young People): To seek Member approval to submit an expression of interest in the Primary Schools Capital Programme.

19. NEW SCHOOL IN HARINGEY HEARTLANDS (PAGES 439 - 446)

(Report of the Director of the Children's Service – to be introduced by the Executive Member for Children and Young People): To initiate a proposal to open a new secondary school in Haringey Heartlands by September 2010.

20. URGENT ACTIONS TAKEN IN CONSULTATION WITH THE LEADER OR EXECUTIVE MEMBERS (PAGES 447 - 454)

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

21. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (PAGES 455 - 472)

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

22. MINUTES OF SUB-BODIES (PAGES 473 - 480)

23. NEW ITEMS OF URGENT BUSINESS/ MATTERS RAISED BY MEMBERS OF THE EXECUTIVE (PAGES 481 - 484)

To consider any items admitted at item 2 above and any matters raised by Members of the Executive.

24. EXCLUSION OF PRESS AND PUBLIC

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

25. TRENTFIELD (PAGES 485 - 490)

(Report of the Director of Finance – To be introduced by the Executive Member for Finance): To consider the results of the marketing exercise on the sale of Trentfield Care Home with a recommendation to accept one of the tenders. **To follow**

26. NEW ITEMS OF EXEMPT URGENT BUSINESS

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5 June 2006

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**MINUTES OF THE EXECUTIVE
TUESDAY, 14 MARCH 2006**

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

MINUTE NO.	SUBJECT/DECISION	ACTON BY
TEX192	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were submitted on behalf of Councillors Adje, Canver, Milner and Reith. In the absence of Councillor Adje, Councillor Lister took the Chair.</p>	
TEX193	<p>HOMES FOR HARINGEY - DELIVERY PLAN (Report of the Director of Housing – Agenda Item 4):</p> <p>We noted that Homes for Haringey was expected to produce and regularly update a Delivery Plan setting out its programmes and targets. The Plan was to reflect a partnership between the Council and Homes for Haringey delivering continuous improvements to our tenants and leaseholders. We also noted that the targets were to be linked to the key objectives of Homes for Haringey as agreed by the Homes for Haringey Shadow Board, residents and the Council.</p> <p>We were advised that Delivery Plan as now submitted would require further input by Homes for Haringey as it became operational and in the light of feedback from the indicative inspection to be carried out by the Audit Commission. It was proposed that the principles of the Plan be agreed and that approval of the Delivery Plan In it's final form be delegated to the Executive Member for Housing and the Chief Executive of Homes for Haringey.</p> <p>RESOLVED:</p> <p style="padding-left: 40px;">That the Council be recommended -</p> <ol style="list-style-type: none"> 1. To agree in principle the Homes for Haringey's first year Delivery Plan as set out in the Appendix to the interleaved report pending further input by Homes for Haringey as it became operational and in the light of feedback from the indicative Inspection by the Audit Commission expected to be carried at the end of March 2006. 2. To agree that approval of the final Delivery Plan document be delegated to the Executive Member for Housing and the Chief Executive of Homes for Haringey. 	HMS/ DH
TEX194	<p>CHILDREN AND YOUNG PEOPLE'S PLAN 2006- 09 (Report of the Director of the Director of the Children's Service – Agenda Item 5):</p> <p>We noted that under the Children Act 2004 every Children's Services Authority had a duty to produce a strategic plan for the delivery of</p>	

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	<p>services to children and young people in conjunction with partners. The plan was 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.</p> <p>We also noted that the Plan was the local strategy for how all partners would work towards improving the life chances and outcomes for children and young people living in or using services in their area.</p> <p>RESOLVED:</p> <p style="padding-left: 40px;">That the Council be recommended to approve the Children and Young People's Plan 2006-09 as set out at Appendix A to the interleaved report.</p>	HMS/ DCS
TEX195	<p>CO-ORDINATING RESPONSE TO EMERGENCIES IN LONDON (Joint Report of the Chief Executive and the Head of Legal Services and Monitoring Officer – Agenda Item 6):</p> <p>We noted that the Association of London Government (ALG) had asked all London Councils to pass a revised “LA Gold” resolution. The resolution passed by all London Councils in 2004 had 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 had suggested that the “Gold” co-ordination arrangements needed to be extended to responses to emergencies less drastic than a “catastrophic incident”.</p> <p>RESOLVED:</p> <p style="padding-left: 40px;">That the Council be recommended to pass the following resolution extending ALG arrangements for co-ordinating the London wide response to emergencies -</p> <ol style="list-style-type: none"> 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 	HMS/ CE/ HLS

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	<p>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.</p> <ol style="list-style-type: none">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:<ul style="list-style-type: none">• 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.	
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HARRY LISTER
In the Chair

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**MINUTES OF THE EXECUTIVE
TUESDAY, 21 MARCH 2006**

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

* Present

Also Present: Councillors Jean Brown, Dawson, Hare and Williams

MINUTE NO.	SUBJECT/DECISION	ACTION BY
TEX192	<p>MINUTES (Agenda Item 4):</p> <p>RESOLVED:</p> <p>That the minutes of the meeting held on 21 February 2006 be approved and signed.</p>	HMS
TEX193	<p>DEPUTATIONS/PETITIONS/QUESTIONS (Agenda Item 5)</p> <p>a. <u>Haringey Allotments Forum</u></p> <p>We received a deputation from the Haringey Allotments Forum, the spokesperson of whom addressed our meeting and welcomed the Executive Response to the Scrutiny Review of Haringey's Allotment Service Delivery as proposed in the report of the Director of Environmental Services which appeared at item 11 on the agenda and which supported most of the recommendations contained in the Review. However, the Forum was concerned that the Review Panel's recommendation that a dedicated allotments officer be appointed was not supported at the present time. The Forum also expressed disquiet about a number of the other proposals contained in the report, in particular –</p> <ul style="list-style-type: none"> • Their unanimous opposition to the intended rent increases for plots; • The accuracy of the rent comparison data set out in paragraph 7.6 of the report ; • Their strong support for the appointment by the Council of a dedicated allotments officer; and • The adequacy of the level of services provided at certain allotment sites; <p>It was the view of the deputation that rents paid should be held in a reserved allotments budget with spending priorities decided in consultation with the Forum. Before work was carried out at allotment sites there should be consultation with site associations to avoid money being spent on unwanted or inadequate works.</p> <p>The deputation referred to the absence of statistics on the equality implications of the proposed rent increases and suggested that women, ethnic minorities and pensioners who tended to have lower than average</p>	

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incomes and consequently would be disproportionately affected by the proposed rent increases. Whilst the intended extra increase for current plot holders who lived outside the Borough was also opposed it was accepted that it might be acceptable for future such plot holders.

The Executive Member for Environment and Conservation responded and emphasised the importance of distinguishing between the Council's scrutiny process and its budget process. By the time the Scrutiny Review had been endorsed by the Overview and Scrutiny Committee in January the pre-business plan review and budget planning process had already been well advanced and the salary for a dedicated Allotments Officer had not been included in the business plan for 2006/07. However, it would be considered in the pre-business plan review for 2007/08 where it would be considered alongside other service needs. The other issues raised by the deputation could be the subject of further consideration and discussion following the forthcoming municipal elections in May and the intended rent increases in October 2006.

Having answered questions put to them by Members the deputation withdrew. Our Chair thanked the deputation for their attendance and indicated that the representations they had made would be considered as part of our deliberations on this matter (see Minute TEX 199 below).

b. Caribbean Senior Citizens Association

We received a deputation from the Caribbean Senior Citizens Association, the spokesperson of whom, Ken Walcott, addressed our meeting and expressed concern about the threatened closure of the Welbourne Centre where the Caribbean Citizens Association had been based for more than 25 years. The Centre was a hugely popular resource for the local ethnic community and was used by over 12,000 people annually as well as by groups for a variety of events including wedding receptions, and funeral breakfasts to kid's clubs, lunch clubs and meetings.

He commented that in 2004 the Association's tenancy had been revoked since which time they had been without security of tenure but had continued to make full and prompt payments of rent which was charged at the market rate. The Council was now threatening to close the Centre which would strike a deadly blow to Tottenham's black community which, without the Welbourne Centre, would have nowhere to go.

The Association had offered to buy the building from the Council at full market value and fund the badly needed repairs but despite numerous meetings with both Council officers and Members no conclusion had been reached. He suggested that the Association's offer would provide a win/win solution saving local taxpayers thousands of pounds in refurbishment costs and keeping alive a valuable community resource.

Members responded and we were advised that at a meeting with the Executive Member for Community Involvement it had been explained that the Council did not wish to sell the Centre but rather to refurbish it

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and following that meeting a response had been sent to the Association. The Council had indicated that it wished for the provision of services at the Centre to continue and, in noting the deputation's view that the welfare of the Centre's users was paramount, Members expressed the hope that the Association would be willing to enter into further discussions about the future use of the Centre on terms more satisfactory to them and for the use of the wider community.

Having answered questions put to them by Members the deputation withdrew. Our Chair thanked the deputation for their attendance and indicated the Council's willingness to work towards an amicable solution to the issues raised.

c. Automerc Service Ltd.

We received a deputation from Automerc Service Ltd, the spokesperson of whom, Ivan Huzar, addressed our meeting and expressed concern about the loss of employment in Hornsey which would result if the Council were to sell its freehold interest in Pembroke Works. Also, the ensuing consequences for the businesses located there as well as the long term detrimental effect on the Hornsey area should the Council grant planning permission to redevelop this exceptional commercial facility into housing. He also outlined difficulties his and other businesses on the site had been experiencing recently and sought clarification if the Council, as freeholder could offer any assistance.

We noted that the Pembroke Works site was the subject of a planning application which was to be heard by the Planning Applications Sub-Committee on 27 March. Any decision on the disposal of the Council's freehold interest would only be taken following consideration of that application. In any event, it was the wish of the Council to support small businesses to operate and to create job opportunities for the people of the Borough and Council officers and Members would be prepared to meet with the businesses at Pembroke Works about who this could best be done including by the use of enforcement powers as appropriate.

Having answered questions put to them by Members the deputation withdrew. Our Chair thanked the deputation for their attendance and indicated the Council's willingness to work with them in the future.

d. Tottenham Hotspur Supporters' Trust

We received a deputation from Tottenham Hotspur Supporters' Trust, the spokesperson of whom, Bernie Kingsley, addressed our meeting and expressed concern about the detail of the report of the Director of Environmental Services on the Spurs Match Day CPZ proposals which appeared at item 13 on the agenda. The essence of the Trust's representations was that a number of matters in the report were misleading including the manner of consultation and the nature of objections to the proposals. In summary, the Trust wished to make the following points:

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	<ul style="list-style-type: none"> • Consultation had not been properly carried out with the most significant (in number) group of persons <u>affected</u> by the proposals, i.e. Tottenham Hotspur supporters. Indeed, the timing of the street notices was clearly arranged so as to avoid supporters being notified during the statutory consultation period. • The 'non-statutory consultation' carried out in March/April 2005 was unscientific and irrelevant. • Contrary to the claim made at point 8.3, there was no attempt to seek the view of THST during the statutory period as required by law, even though the Trust had given a view. • The 'rules' of the proposed scheme, in terms of time span, had been changed since the consultation and it was wholly unacceptable to write this off as a 'minor change'. • The 'rules' had also been changed in terms of provision of free permits to local traders; the report acknowledged they had effectively been 'bought off'. • The report misrepresented some of the substantive objections made by the Trust and other THFC supporters and materially failed to provide adequate answers to others. These objections had been set out in more detail in a letter to the Council's Head of Highways. • Although perhaps minor in itself, it was worth noting that the report repeatedly mis-spelt the name of Tottenham Hotspur Football Club, one of the Borough's most long-standing, prestigious and wealth generating organisations. This hardly suggested the compilers of the report had any real regard for the significance of THFC and its thousands of supporters to the prosperity of Haringey. <p>Having answered questions put to them by Members the deputation withdrew. Our Chair thanked the deputation for their attendance and indicated that the representations they had made would be considered as part of our deliberations on this matter (see Minute TEX 201 below).</p>	
<p>TEX194</p>	<p>MATTERS IF ANY REFERRED BY THE OVERVIEW AND SCRUTINY COMMITTEE</p> <p><u>Scrutiny Review of Intermediate Care</u> (Agenda Item 6 (a))</p> <p>We received a presentation on the Scrutiny Review of Intermediate Care which had been endorsed by the Overview and Scrutiny Committee at their meeting on 13 March 2006. Having thanked Councillor Jean Brown as Chair and Councillors Adamou and Hoban the other members of the Scrutiny Panel for their Review we</p> <p>RESOLVED:</p>	

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	<p>Patel.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the Executive Response to the Scrutiny Review of Reducing Re-offending by Young People as set out in the Appendix to the interleaved report. 2. That it be noted that in order to ensure the recommendations were implemented by the Youth Offending Partnership Board progress would be reported at regular intervals to the Safer Communities Executive Panel and the Children and Young People's Strategic Partnership Board. 	ACE-A
<p>TEX198</p>	<p>SCRUTINY REVIEW OF NEIGHBOURHOOD WARDENS (Report of the Director of Environmental Services – Agenda Item 10):</p> <p>Arising from our consideration of paragraph 9.3 of the report we noted that the membership of the Scrutiny Review Panel had comprised Councillors Dawson (Chair), Aitken, Dobbie and Q. Prescott and we asked that thanks for their work be placed on record.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the recommendations of the Scrutiny Review of the Neighbourhood Wardens service be noted. 2. That approval be granted to the detailed responses to the recommendations of the Scrutiny Review of the Neighbourhood Warden Service set out in Appendix A to the interleaved report. 3. That the bid to the Better Places Partnership for continuance of funding to support enforcement capability of Street Wardens be endorsed. 	<p>D.Env</p> <p>D.Env</p>
<p>TEX199</p>	<p>EXECUTIVE RESPONSE TO SCRUTINY REVIEW OF HARINGEY'S ALLOTMENT SERVICE DELIVERY (Report of the Director of Environmental Services – Agenda Item 11):</p> <p>We noted that a number of issues had already been considered in response to the representations made earlier by the Haringey Allotments Forum but in connection with the appointment of a dedicated allotments officer it was important to emphasise the difference between the Council's scrutiny process as opposed to it's budget setting process.</p> <p>With regard to the other issues of concern raised by the Forum, the Executive Member for Environment and Conservation indicated that there would be an opportunity for further discussions to take place between the municipal elections in May and the allotment rent increases scheduled for October 2006.</p> <p>RESOLVED:</p>	

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	<p>That the Executive response to the recommendations of the Scrutiny Review of Haringey's Allotment Delivery Service, as set out in Section 7 of the interleaved report be approved.</p>	D.Env
TEX200	<p>RECLAIMING LORDSHIP RECREATION GROUND (Report of the Director of Environmental Services – Agenda Item 12):</p> <p>RESOLVED:</p> <p>That, subject to confirmation of external funding, approval be granted to the direction, content and proposed investment packages for the regeneration project for Lordship Recreation Ground as set out in the interleaved report.</p>	D.Env
TEX201	<p>SPURS MATCH DAY CPZ PROPOSALS - REPORT OF STATUTORY CONSULTATION (Report of the Director of Environmental Services – Agenda Item 13):</p> <p>We noted the feedback from all interested parties during the statutory consultation process for introducing a Controlled Parking Zone(CPZ) in the roads surrounding Tottenham Hotspur Football Club's stadium and the report which demonstrated that the statutory requirements for making Traffic Management Orders (TMO's) for CPZ's had been satisfied and our approval was sought to formalise the necessary TMO's for the implementation of the Spurs Match Day CPZ.</p> <p>We also noted that our approval would be subject to Enfield Council's objection being withdrawn or if consent was given to the scheme by the Greater London Authority/Mayor of London. Having regard to the forgoing and to the representations made to us earlier by the deputation from the Tottenham Hotspur Supporters' Trust we</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the feedback of the statutory consultation process and in particular, the objections received be noted. 2. That the reasons for providing parking controls as outlined in the interleaved report be agreed. 3. That approval be granted to the proposed hours and days of operation on match days of – <ul style="list-style-type: none"> • Monday to Friday 5:00pm to 8:30pm; and • Saturday, Sunday and Bank Holidays, noon to 5:30pm. 4. That Council Officers be authorised to make the Traffic Management Order (TMO) and take all the steps necessary for the introduction of match day controls in the proposed area as shown in Appendix I to the interleaved report but subject to the prior:- 	<p>D.Env</p> <p>D.Env</p> <p>D.Env</p>

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	<p>(i) formal withdrawal of the objection from the London Borough of Enfield, or</p> <p>(ii) consent to the TMO proposal from the Greater London Authority under section 121B(3)(d) of the Road Traffic Regulation Act 1984.</p>	
TEX202	<p>CASINO PROPOSAL AT ALEXANDRA PALACE (Report of the Director of Environmental Services – Agenda Item 14):</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because if an expression of interest was to be submitted it had to be made by 31 March 2006.</p> <p>We were concerned that because the selection of Firoka, as preferred developer for the Palace had only recently been announced there had been relatively little discussion of the casino proposals and that these required more detailed consideration notwithstanding the tight deadline for the submission of ‘expressions of interest’ to the Casino Advisory Panel of 31 March 2006.</p> <p>RESOLVED:</p> <p>That the proposal to permit the Chief Executive in consultation with the Leader of the Council to submit a detailed proposal for a small casino at Alexandra Palace, to the Department of Culture Media and Sport’s Casino Advisory Panel be not approved.</p>	D.Env
TEX203.	<p>REVIEW OF THE LOCAL DEVELOPMENT SCHEME (Report of the Director of Environmental Services – Agenda Item 15):</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because of the deadline for the submission to the Government Office for London.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the first review of the Local Development Scheme as set out at Appendix 1 to the interleaved report be approved for submission to the Government Office for London (GOL). 2. That authority to approve any changes required prior to submission be delegated to the Assistant Director Planning, Environmental Policy and Performance (PEPP) in consultation with the Executive Member for Enterprise and Regeneration. 3. That, subject to GOL confirming that they did not wish to issue a Direction under the Town and Country Planning (Local Development)(England) Regulations 2004, the revised Local 	D.Env D.Env D.Env

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	Development Scheme be brought into immediate effect	
<p>TEX204.</p>	<p>UDP RESPONSE TO THE INSPECTOR'S REPORT AND PROPOSED MODIFICATIONS (Report of the Director of Environmental Services – Agenda Item 16):</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because of the deadlines for public consultation to enable a decision to be taken by the Council in June 2006.</p> <p>Reference was made to concerns which had been expressed in particular in relation to the housing density figures in policy HSG8 and how they would be applied in different areas of Haringey and clarification was sought of the next stages of the process.</p> <p>We noted that, if approved, the Council's responses to the Inspector's report and proposed modifications would be published for consultation in April/May 2006. Representations made during this consultation period had to relate only to the Council's responses and modifications and not to the first or revised draft versions of the UDP. The Council then had to prepare a further statement of responses to representations received. We also noted that it was likely that by accepting the Inspector's recommendations, no new issues would be raised during this consultation period. If this proved to be the case, then the Council could proceed to adopt the Plan as modified.</p> <p>We were informed that it was intended to recommend approval of the Authority's responses and adoption of the UDP to a meeting of the Council to be held in June 2006. The Council was required give notice of its intention to adopt the plan by publishing a notice for two successive weeks at least 28 days before the intended date of adoption. Once the UDP had been adopted there was a six-week period in which any person aggrieved by the Plan and who challenged its validity could apply to the High Court under Section 287 of the Town and Country Planning Act 1990. The grounds were limited to the Council's failure to comply with statutory procedures. Following completion of the six-week period, the validity of the plan could not be challenged in any legal proceedings.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the Council's responses to the Inspector's report as set out in the Statement of Decisions and Reasons, attached as Appendix 1 to the interleaved report. 2. That approval be granted to the Proposed Modifications to the UDP as set out in Appendix 2 to the interleaved report. 3. That approval be granted to the Proposed Modifications to UDP tables, schedules and the Proposals Map, as set out in Appendix 3 to the interleaved report. 	<p>D.Env</p> <p>D.Env</p> <p>D.Env</p>

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	<p>4. That approval be granted to the editorial changes to the UDP, as set out in Appendix 4 to the interleaved report.</p> <p>5. That the four documents referred to in resolutions 1-4 above be placed on deposit for a six week period in accordance with the statutory procedures.</p> <p>6. That authority to approve any changes required prior to public consultation and to publish a notice of the Council's intention to modify the Unitary Development Plan and to adopt the Plan as modified be delegated to the Assistant Director (PEPP) in consultation with the Executive Member for Enterprise and Regeneration.</p> <p>7. That the Council be recommended to adopt the UDP as modified.</p>	<p>D.Env</p> <p>D.Env</p> <p>D.Env</p> <p>HMS/ D.Env</p>
<p>TEX205.</p>	<p>SUB REGIONAL ECONOMIC DEVELOPMENT INVESTMENT PLAN (Report of the Assistant Chief Executive (Strategy) – Agenda Item 17):</p> <p>It having reached 10 p.m., for the purposes of Part H.2 paragraph 1.05(b) the Executive determined that the meeting should continue.</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because of the deadline for submission of the Plan to the Mayor of London.</p> <p>RESOLVED:</p> <p>That the Sub-Regional Economic Development Plan as set out as an Appendix to the interleaved report be approved for submission to the Mayor of London.</p>	<p>ACE-S</p>
<p>TEX206.</p>	<p>THE BRIDGE NEW DEAL FOR COMMUNITIES - DRAFT DELIVERY PLAN 2006/07 AND PROGRAMME FORECAST TO 2011 (Report of the Assistant Chief Executive (Access) – Agenda Item 18):</p> <p>RESOLVED:</p> <p>1. That the Bridge NDC draft Delivery Plan for 2006/07 be received and it be noted that the draft was still subject to approval by the NDC Board.</p> <p>2. That it be noted that the Delivery Plan was also still subject to formal approval by Government Office for London.</p> <p>3. That the Council's critical role as accountable body both in supporting and in delivering the Bridge NDC programme be noted.</p>	

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	<p>4. That the draft NDC Delivery Plan for 2006/07 and the Partnership Board's Programme forecast to programme end in 2011 be endorsed.</p>	ACE-A
TEX207.	<p>SCHOOL ADMISSIONS - RECOMMENDATIONS FOLLOWING CONSULTATION FOR THE 2007/8 SCHOOL YEAR (Report of the Director of the Children's Service – Agenda Item 19):</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because the Council's admission arrangements for community and voluntary controlled schools had to be made by 15 April 2006.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the admission arrangements for all community primary and secondary schools and St Aidan's Voluntary Controlled Primary School. 2. That approval be granted to the Qualifying Schemes for the co-ordination of arrangements for admission to reception classes in all maintained primary and secondary schools in Haringey and it be noted that, at secondary level, this entailed the Council's continued participation in the Pan-London Scheme. 3. That, as the Authority did not receive any responses to the consultation arrangements approved at our meeting on 20 December 2005 vide Minute TEX146 and circulated to all relevant parties as outlined in current Regulations, approval be granted to the proposed admission arrangements as set out in the report to that meeting. 	<p>DCS</p> <p>DCS</p> <p>DCS</p>
TEX208.	<p>BUILDING SCHOOLS FOR THE FUTURE (BSF) - OUTLINE BUSINESS CASE (Report of the Director of the Children's Service – Agenda Item 20):</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the progress on the BSF programme be noted. 2. That the financial implications of participation in the BSF programme be noted. 3. That the Outline Business Case be agreed, with any final adjustments delegated to the Director of Finance and the Director of the Children's Service, in consultation with the Executive Member for Finance and the Executive Member for Children and Young People. 4. That the acquisition of a new school site in Haringey Heartlands 	<p>DF/ DCS</p> <p>DF/</p>

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	as proposed in Section 12 of the interleaved report be agreed. (see Minute TEX214 below).	DCS/ D.Env
TEX209.	<p>RSL PREFERRED PARTNERING (Report of the Director of Social Services – Agenda Item 21):</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the adoption of the approach of selecting Registered Social Landlord preferred partners to work with on the majority of future development schemes as outlined in the interleaved report. 2. That a further report be submitted recommending the Council's preferred partners. 	DH DH
TEX210.	<p>EXECUTIVE RESPONSE TO SCRUTINY REVIEW OF MENTAL HEALTH (Report of the Director of Social Services – Agenda Item 22):</p> <p>We noted that the recommendations in the report had been made following a thorough, wide-ranging review of aspects of mental health services in Haringey and took account of the national direction for adults social care as outlined in the recently published White Paper 'Our Health, Our Care, Our Say: A new direction in community services' and reinforced the current local development of services based within the community.</p> <p>We also noted that the Scrutiny Panel had made 26 recommendations and while the initial responses to these and subsequent recommendations for further actions were outlined in Appendix A it was proposed that the medium term recommendations be integrated into the action plan for mental health services which would be developed following the Commission for Social Care Inspection report due for publication in mid May 2006.</p> <p>We asked that our thanks be placed on record to the Members of the Scrutiny Panel, Councillors Jean Brown (Chair), Edge, Patel, Erline Prescott, Robertson and Santry.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the recommendations arising from the Scrutiny Review of Access to general Health and Early Intervention Services in Haringey – One in Four of Us be noted and welcomed. 2. That approval be granted to the detailed responses to the recommendations of the Scrutiny Review set out in the Appendix to the interleaved report and to the future actions proposed. 3. That Members the Mental Health Executive be requested to oversee the implementation of the actions and incorporate 	DSS DSS

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	those outstanding into the action plan to be prepared following the Commission for Social Care Inspection report on mental health services.	
TEX211.	<p>DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (Report of the Chief Executive – Agenda Item 23):</p> <p>RESOLVED:</p> <p>That the report be noted and any necessary action be taken.</p>	
TEX212.	<p>MINUTES OF SUB-BODIES (Agenda Item 24):</p> <p>RESOLVED:</p> <p>That the minutes of the following bodies be noted and any necessary action approved –</p> <p>a) Children’s Services Advisory Committee – 27 February 2006 b) Building Schools for the Future Strategic Management Board – 28 February 2006 c) Procurement Committee – 28 February 2006</p>	
TEX213.	<p>NEW ITEMS OF URGENT BUSINESS – DEVELOPMENT OF ARCHWAY ROAD (Report of the Assistant Chief Executive (Strategy) – Agenda Item 26):</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because a decision on whether or not to allocate Local Authority Business Growth (LAGBI) funds to business activities was essential to the Council’s chances of securing additional resources in the next round of bidding for Local Enterprise Growth Initiative funding.</p> <p>RESOLVED:</p> <p>1. That approval be granted to the ring-fencing of Local Authority Business Growth (LAGBI) funds for the development of the Archway corridor plan as outlined in the interleaved report.</p> <p>2. That the Muswell Hill Area Assembly be informed accordingly</p>	<p>ACE-S</p> <p>ACE-A</p>
TEX214.	<p>ACQUISITION OF FORMER RAIL LAND FOR A NEW SECONDARY SCHOOL ON HARINGEY HEARTLANDS (Joint Report of the Director of Finance and the Director of Environmental Services – Agenda Item 28):</p> <p>This item was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p>	

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	<p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the acquisition of the site known as the former rail sand sidings as shown hatched on the drawing appended to the interleaved report subject to contract. 2. That, subject to the approval of the terms of purchase by the Head of Property Services and the Director of Finance, the Council purchase the land for £7 million. 	<p>DF/ D.Env</p> <p>DF/HP</p>
<p>TEX215.</p>	<p>VOTE OF THANKS</p> <p>We placed on record our thanks to Councillor Adje and Councillor Lister for their services as Chair and Vice Chair respectively for the 2005/06 Municipal Year.</p> <p>Our Chair responded and thanked other Members of the Executive and officers for their support.</p>	

CHARLES ADJE
Chair

HARINGEY COUNCIL

Scrutiny Services

**REPORT OF THE SCRUTINY REVIEW OF
REPAIRS TO HIGHWAYS AND FOOTPATHS**

March 2006

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1.0 INTRODUCTION

- 1.1 The “making up” and maintenance of the footpaths and roads is one of the oldest duties that any parish, Borough or County Council undertakes. Pavements and streets that are well laid and maintained are one of the signature notes of a well run and efficient local authority and residents rightly use the state of the roads as a way of assessing their Borough.
- 1.2 The 33 London Boroughs are the highway and planning authorities for the majority of roads in London. It is each borough's responsibility to ensure that their roads are properly maintained and that development control decisions do not compromise the safety and efficiency of the transport network.
- 1.3 Transport for London is responsible for 580km network of main roads in London, and 15.4 km in Haringey.
- 1.4 Over the past twenty-five years the pressures on our roads have increased with the sheer volume of traffic and the increased axle loads of our heaviest vehicles. The privatised Utilities seem continually to be excavating and filling in holes to leave an unsightly patchwork of fixes and make goods.
- 1.5 All local authorities must respond to these challenges: this Scrutiny Review will look at Haringey's response and how this might be improved.
- 1.6 The intention of the inquiry is to focus on resources, repairs; maintenance and communication issues affecting the Highways Service. This includes looking at the role of Ward Members and the level and type of information they receive at the various stages of work on the highways.
- 1.7 Linking into the theme of performance, the Panel set out to determine how the Highways Department identified and integrated best practice, particularly through piloting innovative methods of highways maintenance.
- 1.8 In addition to consultation and communication with Ward Members the Panel intend to review how members of the public were informed and the methods currently used to provide up to date information, particularly for road users where there were potential traffic delays caused by road works.
- 1.9 In terms of the service delivery, the review set out to look at the balance between reactive and preventative maintenance and the life span of repairs. This included discussions on the relationship between the Highways Department and other agencies involved in works on the highways such as Utilities.

Terms of reference

1.10 The Panel established the following terms of reference for the review:

- To carry out a review of the repair and maintenance of pavements, highways and roads across the Borough. The review will take account of a wide range of aspects of the service and make recommendations for improvement.

Objectives:

Resources

- To examine the allocation of resources used for repairs maintenance and to examine the balance between capital and revenue expenditure on highways maintenance.
- To establish the scale and reasons for the current backlog of highways maintenance; to benchmark this with the performance of neighbouring authorities and to review the Council's approach to tackling the backlog.
- To consider how the Council deals with insurance claims arising from accidents to pedestrians on the footpaths.

Repairs/maintenance

- To examine the balance between reactive and preventative maintenance and the life span of repairs.
- To examine the methods, procedures and priority rating system used to prioritise schedule for repairs.
- To consider the role and responsibilities of Utilities in the repairs and maintenance of the highways and footpath, including enforcement issues for Utilities and others causing damage to the highways and footpaths.

Communications

- To review how members of the public are informed of major works and the methods currently used to provide up to date information, particularly for road users where there are potential traffic delays caused by repairs to the highways.
- To examine the role of ward Members and the level and type of information they receive at the various stages of work on the highways, particularly when prioritising schemes.
- To examine how reports of defects from the public are collected, transmitted and dealt with and how the Council communicates with residents.

Membership of the Review Panel

Councillor David Winskill – Chair

Councillor Jayanti Patel

Councillor Richard Reynolds

1.11 The Panel met between September 2005 and February 2006. During the course of the Review the Panel met with Council officers and consulted with external organisations including Utility Companies and Transport for London.

1.12 We would like to thank all those who spent their valuable time completing our questions and helping the Review Panel to reach its recommendations. Full details of witnesses can be found at appendix one.

2.0 RECOMMENDATIONS

Asset Management and Long Term Funding

1. The Highways Department should ensure that the Asset Management Plan is a maintainable document and used to secure appropriate investment in the highway infrastructure.
2. The Council should explore alternative funding sources including prudential borrowing as a means of providing a source of funding for maintaining the road network in the Borough.

Maintenance and Repairs

3. The Executive should ensure that priority is given in the Council's future budget so that long term savings and better value for money will accrue in the Department's move toward a robust system of preventative measures in the repair of the road network.
4. The Highways Department should review the practice of continually patching surfaces that might be just below the normal criteria for complete resurfacing.
5. The Highways Department should consider how the life span of highways and pavements might be increased and the financial implications of any changes in practice and use of materials.
6. Where housing projects undertaken by developers cause actual damage to pavements and roads the developers should pay for the repairs. This should be vigorously enforced.
7. Recreation Services should ensure it adopts best practice for tree management in Haringey.

Utilities and other Statutory Undertakers

8. The Council should lobby Transport for London to secure increased funding for Haringey to finance damage caused by buses using minor and residential roads.
9. The Highways Department should explore strategies to involve Utility Companies with the aim of reaching agreement on how a co-ordinated and planned approach to repairs could be developed in order to keep disruption and cost to a minimum.
10. The Highways Department together with Thames Water and appropriate professional organisations should undertake an assessment of the main drains network in Haringey to establish its condition and the long term implications of the condition of the drains in the Borough.
11. Any Utility Company undertaking works in the Borough should leaflet households and businesses affected with details of the work, how long they are scheduled to take and a telephone hotline number to call if problems arise.

Communication & Feedback

12. The Highways Department should review how it communicates its activities and new initiatives to elected members and residents and should consider using techniques other than printed materials and e-mail, for example, presentations at Neighbourhood Assemblies and meeting Councillors as they attend full council meetings. The Highways Department should consider how other stakeholder groups could be informed of their activities and flow of information so that the impact of road works on residents and businesses can be minimised.
13. A review of the channel of communications between council departments should be carried out, to improve co-ordination and flow of information.
14. Consideration should be given to enhancing the role of Community Volunteer Wardens and giving them adequate training to allow them to report highways defects.
15. The Council's revised website should include provision for street defects to be reported interactively.
16. Highways Department should carry out an in-depth review of the role and responsibilities of the Business Support Section and how it interacts with other customer-focussed sections in the Council to identify any areas for improvement.

3.0 EXECUTIVE SUMMARY & BACKGROUND

- 3.1 For the last two years the Council has been investing a total of £1.375m annually on planned maintenance for roads, pavements and street furniture. Transport for London provides additional investment of around £800k for principal road maintenance.
- 3.2 This investment has mainly been allocated on a worst first basis, based on the results of the road condition survey. The focus initially has been on treating specific sections of highway rather than the entire length, although additional investment this year is allowing some complete roads to be resurfaced. A section-by-section approach can mean that while the worst sections of the highways may be treated in one year, other sections just below the intervention level continue to deteriorate and thus require treatment the next year.
- 3.3 The Government's national target to resolve the current backlog of highways maintenance is 2010. The Council's Highways Department has developed an Asset Management Plan for pavements and carriageways to address these longer-term investment needs and has established the level of financial commitment required. Initial estimates indicate the required funding should be in the region of £35m over the next ten years.
- 3.4 The table below outline some key statistics for Haringey's road network together with the numbers and length of roads for which Transport for London (TfL) has responsibility.

KEY HARINGEY STATISTICS

Road Classification	No. of roads	Length (Km)
TfL	15	15.4
Principal	28	26.5
Classified	58	37.9
Unclassified	1019	256.2
Footpaths	1120	670

The Role of Transport for London

- 3.5 Transport for London is responsible for London's major road network and The London Road Network (TLRN) and is responsible for revenue maintenance and capital renewal. The condition on the network is assessed using (DVI detailed visual inspections) of carriageways and footpaths and SCANNER (a laser type machine used on carriageways). Allocation of funding to routes is based on the condition of the road and TfL uses a management system which enables them to invest at the optimum intervention level. London Boroughs are responsible for other maintained roads in their areas. TfL contributes towards capital renewal of London's Principal Road network. The establishment of condition and modelling system for allocation of resources is carried out in the same way as the TLRN.

- 3.6 The surveys assess the condition of the network in accordance with a UK wide approved system. Condition of roads relates to a number of factors, but no road lasts forever - they deteriorate with time. Any road in London will have a working life dependant on a host of variables including the material, the workmanship, freeze/thaw action in cracks, cumulative axles loading and the number and quality of Utility reinstatements.
- 3.7 Each year, TfL announces Principal Road Renewal schemes that it will fund in each Borough using the process and criteria summarised above and detailed in Borough Spending Plan (BSP) published each year. The announcement for 2006/07 was made in November 2005. However this has to be approved by the Council Executive via The Highways Work Plan 2006, which will be presented to the Executive on 21 March 2006. Boroughs then develop more detailed project plans for the schemes, obtain specific approval from TfL to go ahead, implement the project and claim the costs from TfL. These schemes include footpaths. The BSP also include schemes that require TfL funding for local area treatments such as traffic calming and which will inevitably involve some repairs to local roads and footpaths. BSP Guidance, published annually, provides further information (accessible via the TfL Boroughs Extranet – www.tfl.gov.uk).

4.0 REPAIRS AND MAINTENANCE OF THE HIGHWAYS AND FOOTPATHS

- 4.1 The Panel heard from the Head of Highways and colleagues from the Highways Department who described how the Council managed the road network.
- 4.2 The Council has a responsibility under The Highways Act 1980 to maintain its carriageways and footpaths in a safe condition. It is not required to repair every defect, of which it becomes aware, but must undertake regular inspections and have in place a clear maintenance policy. The Council's approach is in line with the National Code of Practice as drawn up by the Local Government Association (www.lga.gov.uk).

Inspections

- 4.3 Routine walked safety inspections are carried out to all footpaths and carriageways in the Borough at predetermined intervals of between 1 & 12 times per annum (dependent on the category of highways) as follows:

TYPE OF ROADS	FREQUENCY OF INSPECTION
Principal Roads	Once a month
Classified Roads	Once every six months
Unclassified Roads	Once every six months
Principal Shopping Areas	Once a month
Public Footpaths	Once every six months

- 4.4 Ad-hoc inspections of defects reported by members of the public and Councillors are undertaken within 24 hours.

Action for reported defects

- 4.5 To ensure effective management of its budget, the Highways Department bases its assessment on the severity, nature and location of defects to establish how urgently the repairs must be done. Defects will only be repaired urgently if they are regarded as hazardous or serious. So that consistent standards are maintained a clear set of categories known as '**Intervention Levels**' are used.

Intervention levels

The following intervention levels applied for 2004/05.	
Footpaths	
Classified Roads	20 mm (trips/rocking slabs)
Unclassified roads	20 mm (trips/rocking slabs)
Shopping Areas	19 mm (trips/rocking slabs)
Public Footpaths	19 mm (trips/rocking slabs)
Carriageways	
Principal Roads	40 mm (Potholes)

Classified Roads	50mm (Potholes)
Unclassified Roads	60 mm (Potholes)
Shopping Areas	40 mm (Potholes)
Other routes	
Areas where defects may be particularly hazardous to pedestrians/cyclists (such as pedestrian crossing, road junctions and in or adjacent to kerbs and channels).	40 mm (Potholes)

- 4.6 When it has been decided to repair a defect a ‘Works Order’ is prepared and sent to the contractor. The urgency of the repairs and how quickly it must be done depends upon the severity, nature and location of the defect as follows:

Priority	Severity of defect
Emergency Works Order (with 24 hours) defects	Hazardous
Small Works Order (within 7 days) defects	Serious
28-Day Order	within Intervention levels

- 4.7 The Panel recognises that the Highways Department is working towards a more robust system of preventative maintenance and away from reactive maintenance and asks that priority is given in the Council’s future budget so that long term savings and better value for money will accrue.
- 4.8 Potholes in the roads were the most common complaint received from the public. The Panel discussed how these might be repaired in a way that is both cost effective and long lasting. The Panel learned that ‘patching’ an area when potholes appear is a temporary measure to assure continued serviceability of the carriageway. However, due to insufficient resources there can be a delay between pothole reinstatement and planned carriageway resurfacing or reconstruction.

<p>Recommendations:</p> <ul style="list-style-type: none"> • Highways Department should ensure that the Asset Management Plan is a maintainable document and used to secure appropriate investment in the highway infrastructure. • The Executive should ensure that priority is given in the Council’s future budget so that long term savings and better value for money will accrue in the Department’s move toward a robust system of preventative measures in the repair of the road network.

Planned maintenance programme

- 4.9 The Highways Department described Haringey's rolling programme for planned resurfacing works. The locations to be resurfaced are listed in the annual Highways Works Plan that is approved by the Executive of the Council in March each year. These locations are selected based on the results of surveys conducted using the UKPMS (*United Kingdom Pavement Management System*). The criteria for selection are based on Condition Index Values that detail rate of deterioration of the highway.
- 4.10 However the Panel noted that some roads appear to be a mass of patches and that complete resurfacing seem to the layman to be long overdue. It was felt that having roads in this condition contradicts the aim of the Better Haringey Programme.
- 4.11 The Panel took evidence from a representative of John Crowley (Maidstone) Ltd who currently hold the contract for planned maintenance work in the Borough and learned that the company is in the third year of a three-year contract. The annual work programme is agreed between the Highways Department and the contractor at the beginning of each year. With regards to maintenance of the road network, the representative informed the Panel that in their opinion:
- Overall the Council is doing a good job in commissioning repairs and maintenance of the highways.
 - Significant improvements have been noted especially in the heart of the Borough.
 - The Council has picked up on all the major problems affecting the road network and tackled them effectively.

Recommendation:

- The Highways Department should review the practice of continually patching surfaces that might be just below the normal criteria for complete resurfacing.

Funding the programme and Value for Money

- 4.12 Funding was clearly an issue for the Highways Department and early in their discussion Members were keen to ascertain the level of funding enjoyed by neighbouring authorities. The table below demonstrates that Haringey's highways maintenance budget is considerably below that of neighbouring authorities. There are reasons for this disparity. For example some boroughs seem to use more expensive and durable materials and construction techniques which have the effect, for example, of increasing the lifespan of repairs.

How Haringey compares with other neighbouring authorities:

Borough	Annual Capital and Revenue budget (showing planned and actual expenditure on road maintenance (reactive and planned maintenance))	Is road maintenance budget ring fenced?	Method of reporting defects by Members and the public
Haringey	£2,400,000	Not ringfenced	Corporate contact centre
Camden	£5,600,000	Not ringfenced	Corporate contact centre but working on new software to take on the task
Islington	£7,800,000	Not ringfenced	Corporate contact centre
Enfield	£8,915.078	Not ringfenced	Corporate contact centre

- 4.12 The Panel discussed in detail the balance between reactive and preventative measures and the life span of repairs. The Panel felt that it is desirable to move towards undertaking more preventative maintenance than reactive maintenance.
- 4.13 The Panel was pleased to learn that Transport for London is in the process of undertaking trials on new more durable materials for use in future road construction and repairs.

Cause of damage to local unclassified roads.

- 4.14 Several witnesses confirmed that the local road network is subject to increasing wear and tear. A representative from the contractor, John Crowley of (Maidstone) Limited listed the main cause of damage as:
- Damage to minor roads is caused mainly by buses and other heavy vehicles. These roads were not constructed for use by heavy vehicles.
 - Increase in the number of bus lanes also put more pressure on the highways. It was noted that the Highways Department is in the process of reclassifying some roads that are now used by buses. Extra funding is provided by London Bus Priority Network. (Muswell Hill Road is an example of where additional funds are allocated for road improvements).
 - Street tree and roots were also identified as a major problem causing damage to footpaths.

- 4.15 Remedial tree works is carried out by the Recreation Service under a Service Level Agreement. The Panel notes that the cost of tree works will form part of the budget bid from the department for next year. More frequent pruning would reduce the damage caused by tree roots.
- 5.16 Trees in Haringey are rightly a matter of civic pride. So that our exposure to insurance claims and maintenance costs are kept to an acceptable level, we should investigate and adopt best practice for tree management in Haringey.

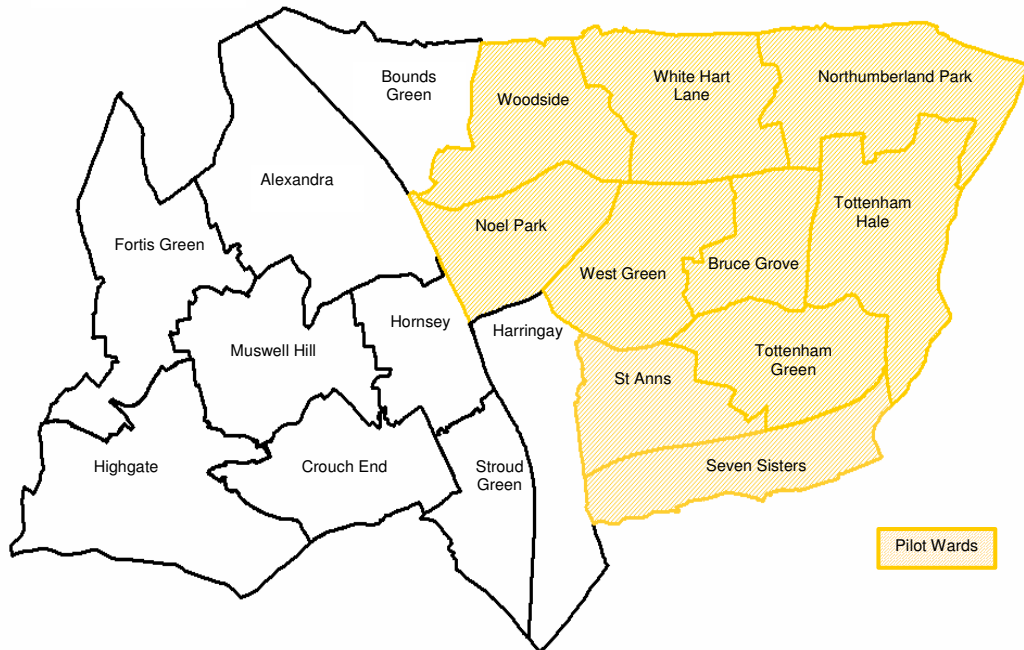
Recommendations:

- The Highways Department should consider how the life span of highways and pavements might be increased and the financial implications of any changes in practice and materials.
- The Council should lobby Transport for London to secure increased funding for Haringey to finance damage caused by buses using minor and residential roads.
- Recreation Services should ensure it adopts best practice for tree management in the Borough.

5.0 NEXT DAY FIX PILOT SCHEME

- 5.1 Through discussions with the Highways Department the Panel learned of the Council's proposal to introduce 'Next Day Fix' service throughout the Borough, (initially piloted in the east of the Borough) for road and pavements repairs. This includes potholes, badly cracked pavements, and broken street furniture.
- 5.2 The Panel was supportive of the concept of Next Day Fix, which aimed to ensure a much faster response to repairs and improve the quality and efficiency of the process. Over a four-month period approximately 4,500 repairs have been undertaken to the carriageways and footpaths.

Map of the Borough



- 5.3 However the adoption and extension of the scheme borough-wide was dependent on the evaluation of the pilot scheme being positive and on a successful bid for additional funding in 2006/07. The evaluation was positive, although teething problems around quality and monitoring systems were identified as areas for improvement this was borne out by anecdotal evidence gathered by the Scrutiny Review Panel on the quality of some repairs in the small number sampled in the Northumberland Park Ward.
- 5.4 The Panel felt that the main advantages of the scheme are:
- The opportunity it presents for better budget management and forward planning on the part of both the department and the contractor.
 - Advance work programme allowed better and steady workload management for both the department and the contractor.
 - The method of inspection and repair on the same day helped to improved residents' perception of the highways.

- Significant increase in the number of repairs carried out in the east of the Borough (the pilot area) when compared to the west due to efficient use of contractor resources.

5.5 During the Scrutiny Review an e-mail was sent to all Councillors within the pilot area requesting their views of the scheme. Although the response was limited it was clear that many Councillors were unaware of its operation.

5.6 Unfortunately the bid for additional funding was not successful in this budget round and therefore the scheme will not be adopted in the near future.

Recommendation:

- The Highways Department should review how it communicates its activities and new initiatives to elected members and residents and should consider using techniques other than printed materials and e-mail, for example presentations at Neighbourhood Assemblies and meeting Councillors as they attend full council meetings. The Highways Department should consider how other stakeholder groups could be informed of their activities and flow of information so that the impact of road works on residents and businesses can be minimised

5.7 The Panel believe that the delivery of planned maintenance coupled with the Next Day Fix Service could have a significant positive impact on the Borough and would recommend that consideration is given to introducing the scheme Borough-wide ensuring that the lessons learned from the pilot are incorporated into any future plans to develop and implement such a scheme.

6.0 TRANSPORT FOR LONDON

- 6.1 The Panel is grateful to Transport for London (TfL) for contributing to the findings of this Review. Detailed below is a statement from TfL who wish to preface its response to our questions with the following statement:

“An important principle that TfL would wish to make clear is that the delivery of transport services and infrastructure in London is a partnership. Most relevantly to your scrutiny, this involves operators / contractors, boroughs (as Highway and Traffic Authorities) and TfL as a regional Transport Authority. Broadly, TfL provides services on borough roads and to locations for which the local authority are responsible. The nature of this is that there are benefits and consequences that arise - and looking only at the impacts of, say, increasing bus services on borough roads, does not correctly reflect all the actual circumstances, for example, better accessibility, lower congestion.

A Borough's LIP (Local Implementation Plan) has by statute to include a number of proposals designed to deliver the Mayor's Transport Strategy locally. This provides an opportunity for the borough to set out the delivery of transport and arising statutory targets in a multi-modal, cross-borough manner that has not existed to date. Haringey's draft LIP was received by TfL in August and TfL's report on that draft is due very soon (and has been delayed for a number of reasons).

TfL would be concerned that important borough roads could not structurally support buses given the level of other heavy traffic that must use most of them. Similarly, we would be keen to explore implications that there might be significant lengths of local roads technically incapable of supporting buses and therefore, presumably, waste management vehicles, removal and delivery lorries”.

- 6.2 In response to a question from the Panel about its relationship between the Council and other Utility providers, TfL informed us that under the New Roads and Streetworks Act Utilities must notify highway authorities of start and finish dates of utility works in accordance with the Codes of Practice. TfL's stewards monitor whether the Utilities complete their work in accordance with the notified dates on the TLRN. Again in line with the Code of Practice, sample audits and coring of reinstatements are carried out to ensure compliance. Prosecutions can take place if necessary.
- 6.3 TfL works closely with Utility Companies (and boroughs) in terms of the new Traffic Management Act legislation, for which the relevant Code of Practice has yet to be published. Most of the major Utility Companies are working with TfL to log advanced programmes of work on TfL's London Works system for long term planning. Permitting will be a requirement of the Act in the future, but presently TfL are working with Utilities to put in place a voluntary permitting system. Boroughs are involved usually through their Traffic Manager.

6.4 On Borough roads, where traffic signals or bus shelters require disconnection / connection, work can only be carried out by the Utility Company. They treat it as low priority, instead prioritising residential and commercial needs, long timescales can be needed to move or complete such projects. It is to be hoped that greater co-operation and involvement as a result of the TMA will result in TfL and Boroughs seeing better Utility performance and behaviour.

TfL’s policy regarding buses that run on residential roads in Haringey.

6.5 Under the Highways Act, highway authorities have a duty to maintain the highway infrastructure or protect it as necessary. Bus services are introduced in line with demand, which may change due to, amongst other reasons, land use planning changes (local authorities are the planning authority). TfL require objective evidence of cause and effect in regard to claims that roads could not take buses and that damage was caused by buses, and not attributable to other vehicles.

6.6 It is anticipated that the forthcoming TMA will afford greater powers to local authorities in their contact with Utility Companies, and that this may have implications in regard to how the Council deal with them in the future. Some authorities who have experienced problems with Utility Companies have established charters with the various providers thus enabling guidelines to be agreed regarding periods of notice of works, quality of work and reinstatement of the highways, points of contact etc. The Panel is in agreement that the Highways Department should consider producing similar charters in Haringey between the Council and each utility provider, ensuring that such charters have the support of senior managers on all sides and that regular meetings are attended by relevant managers in order to monitor the success of the agreements and to highlight any problem areas. This should not be a token gesture, but should be a meaningful and effective way of improving relations with the utility providers and should be closely monitored to ensure success.

6.7 TfL's Service Planning Guidelines state that London Buses aims to provide a safe, high-quality, comprehensive and passenger-led network, which is well integrated with other services. To meet the needs of Londoners, the bus network is developed with stakeholders, including boroughs, and should be:

Comprehensive:	Providing service to all areas and recognising the needs of local people from all sections of the community.
Frequent:	With adequate capacity for the peaks.
Simple:	Easy for passengers to understand and remember, and well-integrated with other public transport.
Reliable:	Providing even services intervals when frequencies are high and running to time when they are low.

Plans for new bus routes in Haringey

- 6.8 The Panel heard from TfL that London buses continually reviews the bus network in line with policy, planning guidelines, passenger requirements and stakeholder comments, including and importantly those from the borough/s involved. Therefore the bus network is never static. Within Haringey at the moment TfL are re-introducing the W4 into Broadwater Farm Estate in response to local requests. This would potentially remove the bus from some 'residential' roads. TfL regularly receive requests for buses to serve areas considered remote from the bus network. An example within Haringey is the Campsbourne estate area.
- 6.9 It is the view of the Panel that there is a need for good communication between all Utility Companies with the Council acting as a conduit and champion for local people.

7.0 THE ROLE OF UTILITY PROVIDERS

- 7.1 Utility Companies own and operate networks which are buried beneath the highway. They carry out works to the highway as part of the process of maintaining their assets and to provide services for their customers. They have a right to excavate the highway as well as a duty to give notice as to what they are proposing to the local authority.
- 7.2 The New Roads and Street Works Act 1991 (NRSWA) make Utility Companies entirely responsible for the management of their street works. One of the key aims of the Act is to improve co-ordination of road works to the benefit of road users and residents. The legislation gave Local Highway Authorities the responsibility for this co-ordination. Local Highway Authorities are also empowered to charge Utility Companies for inspections that they carry out to monitor their performance. Haringey employs 8 full time inspectors (4 Routine Safety Inspectors and 4 NRWSA Inspectors), whose responsibility includes inspection and monitoring of repair works.
- 7.3 There is major concern by some Members and the public over the relationship with the various utility providers who carry out work across the Borough. The main problems are:
- Poor communication
 - Length of time taken to complete the works
 - Inconvenience caused to residents and businesses.
 - Storage of plants and materials on highways and pavements
 - Issues with the quality of some of the work.
 - Lack of co-ordination of planned works
- 7.4 Some Utility Companies provide the Council with details of their planned work programme for the coming financial year, which is open to negotiation and alteration if any proposed works coincide with planned Council works or other works. There is no requirement for such communication between Utility Companies, so that on completion of one excavation a separate company will then request commencement of separate works. The effect of poor communications between these companies are far reaching and include the digging-up of newly-laid roads; inconvenience to members of the public and resulting enquiries to the Council; a negative perception of the Council who is seen as responsible for all road works within the Borough regardless of who is carrying them out and surfaces not being restored to their former condition.
- 7.5 The Panel discussed in detail the role and responsibilities of Utilities in the repairs and maintenance of the highways and footpaths, including enforcement issues against Utilities and other organisations causing damage to the network.

- 7.6 In a written response to questions from the Review Panel, the National Grid (formerly Transco) informed us that planned works are discussed through quarterly co-ordination meetings with the department in order to try to co-ordinate major streetworks and reduce inconvenience to road users. Attempts have been made to produce a long term (five-year) plan however these are fluid and rather vague due to the fluctuations in 'risk-ranking' (partly based on a number of transient factors). The National Grid believes that their relationship with Haringey is very good and productive. Contact with other Utilities is however, at a local level, cordial but infrequent as there is often no cause for communication between them.

Collaborative Working

- 7.7 The Panel is aware that the Draft Code of Practice on Co-ordination urges that traffic managers should seek every opportunity to programme street and road works together. Trench sharing can minimise street disruption, both street authorities and Utilities should proactively encourage it. The emphasis must be on mutual co-operation between interested parties in order to derive the obvious benefits for the travelling public and Utilities customers.¹ However, according to Graham Chafer (Project Engineer) of The National Grid the reality is that: *"There is often a misinformed belief that we can all share common trenches and work in streets together. Whilst I appreciate that, where practicable, this should be done, it must be recognized that every Utility has its own business objectives and operation policy and procedures"*.
- 7.8 Much of Haringey was developed in the late 1800s and early 1900s, consequently the bulk of our utility services (water, gas and electricity) are now coming to the end of their useful life and over the next few years may need to be reviewed and replaced.
- 7.9 The Panel agrees with the National Grid that Utilities' relationship with the Council can be improved through:
- A mutual appreciation of what each operator is trying to achieve on behalf of their customers and shareholders would help to improve their relationship with the Council.
 - A realisation by governing bodies that much of London's infrastructure is old and its replacement is a vital part of its evolution.
 - A review of NRWSA to give clearer guidelines about Section 74 fines and notices.
 - Improved communication, in particular when notices are sent to a local authority, all Council departments must be notified. The National Grid have a single point of contact through the Electronic Transfer Of Notice (ETON) system but apart from Highways Department Housing, parks, drainage, resurfacing construction etc should be informed through the provision of contact details, as National Grid often receive comments that they are not told about their work.

¹ Draft Code of Practice on Coordination

- 7.10 The Panel heard similar views from Thames Water in taking on board the guidelines outlined in the NRSWA also that the Council is given the opportunity to attend regular liaison meetings when planned works or capital works are undertaken.
- 7.11 However capital works currently in progress have highlighted some problems between Thames Water and the Council. They are keen to meet with officers to discuss these issues. Thames Water also acknowledged that both parties need to promote a better understanding of the ways that both parties work.
- 7.12 With reference to improving the relationship between the Council and the Utilities, Thames Water states that ongoing consultation and communication at all levels, particularly senior level, both officer and members, with the local authority and Thames Water, all parties seeking opportunities to air issues and share longer term objectives and concerns.

Recommendations:

- The Highways Department should explore strategies to involve Utility Companies with the aim of reaching agreement on how a co-ordinated and planned approach to repairs could be developed in order to keep disruption and cost to a minimum.
- A review of the channel of communications between council departments should be carried out to improve co-ordination and flow of information.
- Any Utility Company undertaking works in the Borough should leaflet households and businesses affected with details of the work, how long they are scheduled to take and a telephone hotline number to call if problems arise.

8.0 COMMUNICATIING WITH RESIDENTS

- 8.1 One of the objectives of this Review is to consider how members of the public are informed of major works and the methods currently used by Highways Department to provide up to date information, particularly for road users where there are potential traffic delays caused by repairs to the highways.
- 8.2 The Panel learned that in an attempt to improve public perception of the highways the department conducted a survey to gauge residents' perception of roads and pavements. The survey covered the following issues:
- Condition of roads and pavement overall
 - Reporting faults
 - The repair process
- 8.3 The results showed 34% of people were satisfied with the condition of the highway and 50% were dissatisfied.
- 8.4 55% of residents who had reported a defect were satisfied overall with how their enquiry was handled.
- 8.5 A summary of the results is illustrated in the table below. Results are based on 492 interviews of members of the public.

Issue	Feedback	Feedback	Comments
Condition of roads and pavements	34% satisfied	50% dissatisfied	Pavement faults are the main reason for disaffection
Reporting faults and defects	Of those interviewed only 13% have reported faults to LBH	Those who haven't reported faults either had lack of knowledge of reporting faults or believed no action would be taken or it took too long to get through on the phone.	Frequency reported faults relate to footways, carriageways and gullies.
Repair process	55% satisfied	35% dissatisfied	Residents in west of the borough were more likely to be dissatisfied.

8.6 In addition, the Panel took evidence from local residents who felt that much more could be done by the Council and Utility Companies to improve the quality of repairs to the 'public realm'. A representative of Living Streets Haringey told us of the following:

- Unsightly piecemeal repair works.
- When major repairs are undertaken safe re-routing for pedestrians should be a priority.
- There is a need for better consultation for major works and phasing of traffic lights etc.
- General failure to ensure that there is a dropped kerb where people with disabilities are directed from the path due to streetworks.

8.7 The Council is generally the first point of contact for public complaints. It is important that Utilities give advance information and warning to affected users not only about disruption to their services but also if their access is to be affected for any length of time. Details of alternative access arrangements or any other form of mitigating action to be taken by the Utilities should be supplied to local residents.

8.8 The perception of the public is that more can be done to reduce the impact of the disruption caused as a result of street and highway works. Residents told us that in their view:

- There is a need for a strategic overview of pavements and footpaths across the Borough.
- There is a need for good communication between Utility Companies with the Council acting as a champion for local people.
- Quality of services – the Utilities failing to act in a timely fashion.
- It is important to ensure that a holistic approach is taken to highway repairs.
- Lack of adequate signage, protection and illumination around repairs and re-routing for pedestrians.
- There is a need for a 'walking officer' whose main responsibility should include overseeing the pavements and to carry out a review of all pavement condition to ensure a systemic approach is taken by the Council.

- 8.9 The Council and Utilities should endeavour to ensure that their works are planned in such a way as to minimise inconvenience to all road users including disabled people and other vulnerable members of the community. This has implications for the timing of works, the way in which they are carried out and programming of Utilities projects.

Community Volunteer Wardens - Case Study

- 8.10 The Community Volunteer Wardens network have been successful in checking designated areas and reporting problems to the Council. The wardens are very active in the Borough and it was felt that their role could be enhanced to include reporting of highways and footpaths issues. However, there is a need to ensure that the activities of the volunteers was carefully organised to ensure that they dealt with issues of key concerns and that reporting systems within the Council was operating effectively in order to deal with the likely increase in reported problems which would arise.
- 8.11 The Panel interviewed a representative of the Community Volunteer Wardens who related her personal experience of tripping on the pavement, and raised concerns about loose, cracked and uneven and defective pavements. She was unaware of how to report the accident and who to contact in the Council, eventually she raised the incident with her MP. Her injuries resulted in the need for dental treatment that she was unable to pay for as she is a pensioner. Her experience highlighted possible difficulties faced by the elderly and other vulnerable members of the community who, after experiencing falls and accidents might experience confusion and unable to report accurately the time and location details of their experience as a result in many cases (and in this particular case) they will not be eligible for insurance compensation.

Broken and uneven surfaces can be dangerous for the elderly and vulnerable residents



- 8.12 Poorly maintained footpaths can create difficulties for most pedestrian. They are a particular danger for the elderly and disabled – It is the Panel's view that officers need to 'go the extra mile' in helping and supporting vulnerable residents who have experienced falls and accidents as a result of unsafe footpaths and paving stones.

Recommendation:

- Consideration should be given to enhancing the role of the Community Volunteer Wardens and giving them adequate training to allow them to report highways defects.

8.13 The public can play an important part in developing a more effective street service by reporting problems. We also considered how members of the public can be kept fully informed of where and when works are due to take place and felt strongly that a good starting point for flexible communication is the internet. This could provide an up to date source of information of repair works across the Borough, allowing road users to plan journeys accordingly. Additionally, the use of local media and 'Haringey People' magazine would be beneficial particularly where major works are disrupting traffic and where delays are expected. It was felt that in order to enable more effective reporting system for the service, the Council should develop a single point of contact to receive such comments and pass them on to the appropriate service. The detailed issues concerning the development of such a contact point would need further consideration.

Reporting defects by the public and turnaround time for repairs

8.14 Defects on the public highway are reported to the Highways Maintenance Team through any one or a combination of the following methods of communication:

- Email
- Letter
- Telephone
- Defects Card
- Via Neighbourhood Wardens
- Via the London Borough of Haringey website (www.haringey.gov.uk) on the fault reporting page.

8.15 The Panel spoke to the Business Support Manager (Street Scene) who stated that her team is responsible for the co-ordination of the complaints listed below. There are four members in the Business Support team that was established initially to manage reports just for the Highways Service; however this has evolved overtime to include most complaints. It was clear to the Panel that the scope of the team had changed significantly.

- Waste complaints
- Recycling
- Highways defects and enforcement
- Highways infrastructure
- Licensing
- Traffic and road safety
- Parking
- Street lighting faults
- Complaints about Utilities – what's gone wrong when works are taking place.

- 8.16 The team act as a conduit for most complaints received from elected Members and the public. CONFIRM – Street Works Management data system is used for recording telephone reports of defects. Calls received after working hours are directed to the emergency out of hours team.
- 8.17 The table below give us an indication of the volume of calls and method of communication used in one month.

Reporting Defects by the pubic June 2005 (Typical month)		
Method of communication	Number received	Percentage of total
Telephone calls	251	75.4
Defect cards	5	1.5
Emails	48	14.4
Letters	29	8.7
Totals	333	100

- 8.18 Specific e-mailboxes are provided for reports by elected Members in addition to street scene e-mailboxes for reporting by the public. It was noted that even though some residents requested feedback regarding their complaints, this was not possible due to the limited capacity within the team. It is the view of the Panel that feedback should be provided to those who request it; residents who take the trouble to report defects must feel they are making a difference.
- 8.19 Better co-ordination of action taken once a complaint about street scene problems was received depended on effective tracking of that complaint and having appropriate systems to record and monitor progress.
- 8.20 One of the main disincentives to residents reporting highways defects is the lack of acknowledgement of reports and information on how their report is progressed through the system.

Recommendation:

- Highways Department should carry out an in-depth review of the Business Support Section and how it interacts with other customer-focussed sections in the Council to identify any areas for improvement.
- The Council’s revised website should include provision for street defects to be reported interactively.

9.0 THE ROLE OF ELECTED MEMBERS

- 9.1 Elected members are often the first contact for residents when information is needed. The Panel discussed the extent of consultation with Ward Members regarding repairs in their wards and highlighted the need for them to be kept informed of works, particularly where there is potential disruption to traffic and pedestrians. The Panel believe that it is important that members are notified in good time before works are due to commence as a matter of routine. The Panel is also keen to highlight the potential role of Members in ascertaining whether repairs have been done to a satisfactory standard and reporting the quality and visual appearance back to the department. This type of feedback will enable the department to enforce a higher quality of repairs.

10.0 MANAGING RISKS AND INSURANCE

- 10.1 Third party insurance refers to the process of insuring and defending claims made against the Council by a third party. With highways claims, the claimant is likely to be a motorist, cyclist or a pedestrian. During a formal discussion with The Risk and Insurance Manager we learned that local authorities have been given new powers under Section 58 of the Highways Act 1980. This relates to special defence in action against a highway authority for damages for non-repair of highway. It is a requirement for the Local Authority to maintain records of regular highways inspection provide full detailed inspection reports so that they can demonstrate that they are aware of the condition of the roads.
- 10.2 It is a relatively new phenomenon that we are becoming a litigious society. Insurance claims against local authorities are increasing.
- 10.3 Concerns regarding insurance claims have been generated by national and local trends. Nationally claims against local authorities are increasing, costs are rising and as a result money is being diverted away from providing services to residents. In Haringey the average payments run into tens of thousand of pounds.
- 10.4 The Panel considered how the Council dealt with insurance claims arising from accidents to pedestrians on the footpaths.
- 10.5 It is the view of the Risk & Insurance Manager that the Council is very proactive in defending claims; the process was robust and fair – the Council was not a 'soft-touch' and as result of improved record keeping is in a good position to vigorously defend most third party claims.
- 10.6 The rising number of claims made against the Council for trips and falls could be attributed to a number of factors, including:
- The deterioration overtime of the highways network
 - An increased public awareness of potential compensation
 - Solicitors offering their services on a no win no fee basis
 - An increase in solicitors and other companies 'ambulance chasing' clients with highway-related claims.
- 10.7 The Panel learned that insurance claims can be defended if they meet the following conditions:
- The defect which caused the accident was less than the legal intervention limit.
 - The area was inspected under the authority's approved inspection regime.
 - The highways inspectors could not find evidence of a defect in the location.
 - The defect is not the responsibility of the Council.
 - Identified defects are repaired within the defined timescale.

10.8 The Panel was informed that an Insurance Fund has been in place since 1996, from that time approximately 12000 cases have been closed – 1,200 closed without payments.

- Insurance excess has risen from £100,000 to £150,000 for public liability claims.
- Highways and Housing Services generated the highest claims.
- Claims of up to £150,000 were considered to be small claims.

Compensation for accident claims over the last three years					
Claims received since 01/04/02	Claims with no payments made	closed	Claims settled with payments made	Compensation to date (£)	Outstanding estimate on claims (£)
794	503		173	300,000	1,700,000

10.9 The Panel was informed that although the outstanding estimate on claims has been set at £1.7m, it must be noted that this is a reserve figure furnished by the insurers based on different categories of accidents or injuries and in most case claims are settled for lesser amounts than the reserve figures quoted.

10.10 The Panel learned that monthly meetings are held with the Insurance Section and Highways Department to develop and review strategies to manage risks to combat compensation claims.

10.11 The Panel acknowledge that a culture is developing within the Council leading to a broader understanding and acceptance of risk management within services and departments. This in turn led to better controls, procedures and reduces claims. For example this means improving the inspections regime (highways and street scene) and keeping up to date documentation would enable the authority to repudiate a number of claims. The consequences of a more effective system should be a safer highway network and the reduction in the number of successful third party insurance claims. This will ultimately save the Council money.

10.12 The main cause of damage to the highways and footpaths which results in insurance claims are as follows:

- Footpaths – due to tree roots lifting paving stones.
- Highways – due to high volume of traffic.
- Damage done to the pavements was mostly caused by vehicles parking on pavements.

11.0 SECTION 106 PLANNING AGREEMENT IN RESPECT OF HIGHWAYS AND FOOTPATHS

- 11.1 Part of the Panel's discussions relates to how building developers can be made more accountable for damage caused during development works.
- 11.2 The importance of ensuring that potential external funding is maximised wherever possible. For example the Panel asked how the Highways Services Department dealt with new developments and consequence highways related issues; how Section 106 Planning Agreements will be negotiated in the future and whether the Council will be proactive in order to get Section 106 funds from developers working in the Borough. The Panel acknowledges that general wear and tear on the highway as a result of increased traffic created by developments is to be expected and repairs in such circumstances remain the responsibility of the authority. However the Panel felt that where projects undertaken by developers result in actual damage to pavements and roads the Council should ensure that developers pay for the repairs by vigorous enforcement of Section 106 Agreement.
- 11.3 The Assistant Director, Environment Services (Planning & Environment Policy) informed us that Section 106 Agreements (also referred to as planning obligations) are legally binding contracts between the Council and developers, which include matters linked to a proposed development that has planning permission. They are used to mitigate the adverse impact that a development may cause.
- 11.4 The power to enter into a S106 Agreement is contained in the Town and Country Planning Act 1990. Such agreements are negotiated through the development control process at the planning application stage, and must comply with the strict tests set out in the Government Circular. These ensure, amongst other things, that they are necessary, reasonable and related directly to the proposed development. Where appropriate to the consideration of any planning application, S106 Agreements are negotiated to help facilitate improvement works to highways and footpaths.
- 11.5 The Panel is pleased to note that in negotiating S106 Agreements, the Council will have particular regard to the relevant policies contained within the Adopted and Revised Unitary Development Plans (UDP), and the Council's Supplementary Planning Guidance (SPG). Both the SPG and UDP's contain a list which outlines broadly the type of benefits the Council wishes to secure from different types of development. The list includes traffic calming and highways safety, improvements to cycling and pedestrian routes and facilities, but is not exhaustive and is subject to negotiation.
- 11.6 The Council actively monitors the negotiation and implementation of S106 agreements. This records the heads of term and amount of financial contribution, the date when the money is received, spent and when the work is completed. Essentially, this is to ensure the agreed funds are received from developers and spent in the defined manner.
- 11.7 In this Financial Year, some of the Council has received a total of £150,000 in respect of Section 106 contributions for four schemes. These funds will be available for the Council Street Scene Services.

- 11.8 In addition, Haringey Council in its role as the highways authority can enter into a Section 278 Agreement with developers under the Highways Act 1980. This is a legal agreement, which is undertaken in respect of highways improvements. It enables the Council to build new access roads, make improvements to junctions etc that relate directly to a proposed development and without which planning permission would not be granted.
- 11.9 There is a subtle difference between the two types of legal agreement; the use of Section 106 is to mitigate the impact of a development, whereas Section 278 is to facilitate a particular development. In any case this allows the Council to negotiate funds for improvements to the highway.
- 11.10 In the Panel's view efforts should be made to ensure that maximum funding from developers be obtained wherever this is possible in order to fund related repairs and maintenance of the highway and any improvements which are required as a result of new developments in the Borough. It is important that Highways Department continue to feed into the planning process in order to allow a wider picture to be considered at the planning application stage.
- 11.11 It is the Panel's view that the attractiveness and hence marketability of a housing development is partly influenced by the state of the immediate surroundings. If roads and footpaths are in need of repair and refurbishment the Council should explore ways of working with the developer to affect these works. In practise for such a system to work there must be an improved dialogue between Planning and the Highways Department

Recommendation:

- Where housing projects undertaken by developers cause actual damage to the pavements and roads, the developers should pay for the repairs. This should be vigorously enforced.

12.0 OTHER ISSUES CONSIDERED BY THE SCRUTINY REVIEW PANEL

Drains network in Haringey

- 12.1 It is beyond the scope of this Review to provide detailed information regarding the drains and sewage network which is also identified by the contractor as one of the most serious issues affecting the long term condition of the highways in Haringey. It is the view of the Panel that unless the condition of the drains is improved, long term improvements to the highways will be impossible to achieve.

Recommendation:

- The Highways Department, together with Thames Water and appropriate professional organisations should undertake an assessment of the main drains network in Haringey to establish its condition and the long term implications of the condition of drains in the Borough.

Alternative sources of funding - Prudential Borrowing

- 12.2 One of themes of this Review is to encourage long term sustainable solutions that will improve the Boroughs' road network. We understand that discussions are ongoing between Highways Department and the Director of Finance to explore alternative funding sources, including prudential borrowing, and recommend that these should be prioritised and examined as a means of providing adequate funding for the road network in the Borough.
- 12.3 The Local Government Act 2003 sets out a new financial borrowing power for local authorities to use unsupported prudential borrowing for capital investment. Prudential capital plays a key role in capital finance for local authorities. It helps local councils to determine their own programmes for capital investment in fixed assets that is central to the delivery of quality service. The Local Government Association in its recent paper 'Using Prudential Borrowing: One Year On,' highlights examples opportunities and a number of benefits of using prudential borrowing. ²It can help to smooth capital programmes and free up revenue. Some authorities are using prudential borrowing to improve footpaths, which has a dual benefit of improving the street scene and also reducing a number of insurance claims that the council pays due to accidents on footpaths. For example Manchester City Council has used prudential borrowing in its replacement footpaths programmes. Eventually savings on maintenance and compensation claims will render the proposal self financing, at the same time achieving immediate improvement to the quality of footpaths in the target areas. Salford City Council is also using prudential borrowing for investments in its highways. It recognised that the state of the highway network in the city of Salford was poor and there was a chronic shortage of funds available to rectify the situation.

Recommendation:

- The Council should explore alternative funding sources including Prudential Borrowing as a means of providing a source of funding for maintaining the road network in the Borough.

² Local Government Association : Using prudential borrowing: one year on

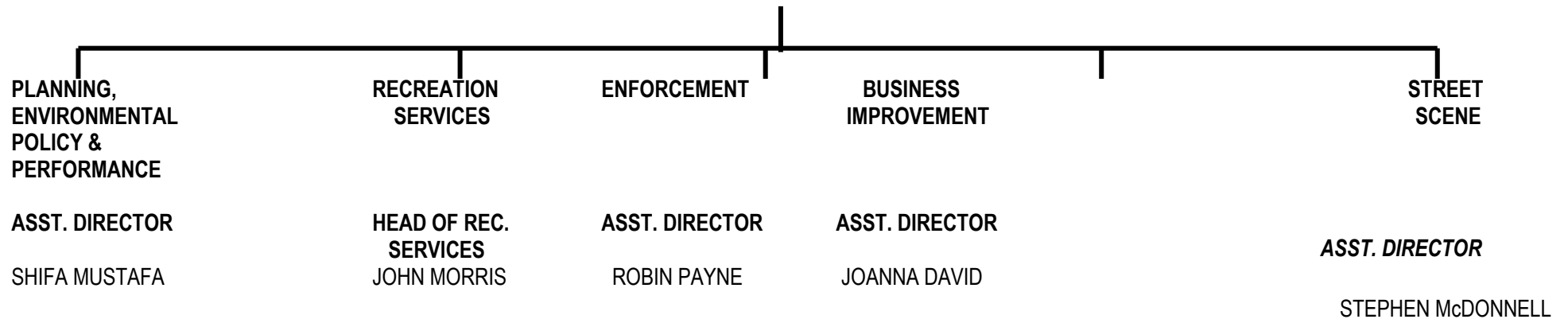
13.0 CONCLUSION

- 13.1 There are many recommendations in this report signposting how Haringey can address day to day problems that arise as in the reporting of faults the response to faults and their relationship with TfL and the Utilities
- 13.2 However, even if all of these initiatives were to be taken up Haringey is ultimately engaged in a game of 'catch-up'. The main recommendation therefore must be that Haringey reaffirm its commitment to long term planning for the future of one of our most significant capital asset – our highways and pavement network. Unless adequate finances is obtained and set aside for investment we will never be able to be in a position to simply undertake planned maintenance but continually fire-fighting in an effort to keep the traffic moving.

LIST OF WITNESSES:

Alex Constantinides – Head of Highways, Street Scene	Haringey Council
Laurence Pratt – Team Leader, Highways Management Group	Haringey Council
Councillor John Bevan	Elected Member
Eugene Buckley	John Crowley (Mainstone) Ltd
Richard Carter	Gabriel Contractors
Trudie Eagle, Risk & Insurance Manager	Haringey Council
Marian Cooney – Business Support Manager	Haringey Council
Ms Unger	Local Resident
Tunji Oladejo Head of Highways Maintenance Group	Haringey Council
Peter Munday - Engineer	Transport for London
Jill Sterry	Thames Water
Michael Cavanagh, Regional Communications Adviser	National Grid
Mark Bennett – Head of Borough Funding Borough Partnerships	Transport for London
Fyi Faderin – Technical Officer, Highway Engineering	London Borough of Camden
Rebecca Aldred – Highway Services	London Borough of Enfield
Richard Stanford-Beale – Interim Highways Maintenance Manager, Street Management Division	London Borough of Islington
Paul McKay	Living Streets Haringey
Dick Muskett – Neighbourhood Manager	London Borough of Haringey
Pam Moffat	Local Resident
Shifa Mustafa - Asst Director Planning + Environmental Control	Haringey Council

ANNE FISHER



- Building Control
- Development Control
- Planning, Policy & Development
- Regeneration
- Transportation Policy

- Recreation Strategy
- Leisure
- Sports Development
- Parks
- Grounds Maintenance
- Trees
- Allotments
- Conservation
- Cemeteries & Crematorium

- Environmental Health
- Trading Standards
- Housing
- Commercial
- Direct Response

- Service Improvement
- Business Planning and Performance Monitoring
- Complaints and MEs
- Special Projects

- Highways Management
- Highways & Traffic Engineering
- Road Safety
- Parking Control & Enforcement
- Waste Management & Waste Disposal
- Transport Fleet & Passenger Transport
- Project Management of Better Haringey

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The Scrutiny Review of Teenage Pregnancy

Final version published 13th March 2006 by London Borough of Haringey Chief Executive's Service.

Report of the Teenage Pregnancy Scrutiny Review Panel (sub-committee), London Borough of Haringey Overview & Scrutiny Committee.

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Foreword by the Chair

Teenage pregnancy is a significant problem nationally and for boroughs like Haringey in particular. The United Kingdom has the highest rate of teenage pregnancy in Western Europe and although rates across Europe have fallen since the beginning of the 1970's, rates in the UK have remained stable with no significant reduction over the same period.

Teenage Parents face a great deal of challenges just coping with being a parent and being a teenage parents can seriously affect the chances of a young person to be successful in other areas of life. Teenage parents often go on to have less prospects at school, in further education, in employment, and often suffer from relative deprivation. For this reason, the Government is taking action to reduce the number of teenage conceptions and to provide better support for teenagers who do become parents. This scrutiny review has looked at the range of issues involved to see what is happening as part of this initiative in Haringey and to see if anything more can be done.

Teenagers are constantly bombarded with confusing messages, from television, pop music, not to mention their peers and educators working with young people are trying to redress the balance of information, so that young people can make better, more informed choices. During this review we have spoken to a range of different agencies involved in delivering the strategy and we have drawn up this report to give an overview of what is currently in place, as well as areas we would like to see enhances to build upon the good work already being done.

Cllr Gideon Bull

Chair – The Teenage Pregnancy Scrutiny Review Panel

Executive Summary & Recommendations

Membership of the Review

Cllr Gideon Bull (Chair)

Cllr Judy Bax

Cllr. Melanie Simpson

External Advisers

Mary Rogers – Regional Teenage Pregnancy Co-ordinator, Regional Public Health Group, Government Office for London.

Scope and Aims of the Review

Aim

To consider the strategies adopted to address the issue of teenage pregnancies and support services provided for teenage parents.

Objectives

1. To assess the effectiveness of the current preventative strategies for teenage conceptions
2. To assess the effectiveness of the current arrangements for support for teenage parents
3. To consider the different needs and strategies for prevention and support for different age groups
4. To consider the different needs and strategies for different sections of the community, including special needs and different ethnic groups.
5. To consider the effectiveness of arrangements for multi-agency working, joined up services and mainstreaming approaches to dealing with teenage pregnancy.

The Scrutiny Review of Teenage Pregnancy

The Scrutiny Review of Teenage Pregnancy was commissioned by the Overview and Scrutiny Committee as part of its work programme for 2005/6 in order to help focus attention on the delivery of the Community Strategy target to reduce the rate of under 18 conceptions and establish a downward trend by 2010 and to consider the support arrangements in place for teenagers when they do find themselves pregnant.

The Review comes at a time when the co-ordination of the Teenage Pregnancy Strategy is being transferred over from Haringey Primary Care Trust to the Council and when there is an renewed impetus to improve the performance against challenging local and national objectives.

At the very end of this review, new statistics have been released by the Department of Health, which update the statistical trends shown in this report. In summary these show that:

- Haringey's under-18 conception rates are at 68.6% and the lowest they have been since 2000. They have continued to show a steady fall, although Haringey is still 10% up based on the original 1998 baseline figure.
- Haringey's actual number of under-18 conceptions has also continued to fall since 2001 and at 282 is only 1 higher than in 2000.
- Haringey's 'traffic light' is still at red, although 29% of under-18 conceptions are to married or cohabiting women – the highest in inner-London.
- Although Haringey has not hit the 2004 target of approx 55%, should rates continue to fall at the same rate as since 2002, Haringey would meet the 2010 target of 30%.
- Rates for Haringey's statistical neighbours on the deprivation index, Hackney – 69.4% (-10%), Southwark – 85.2% (-2.3%), Lambeth – 84% (-1.5%) & Lewisham – 70.2% (-12.3%). Haringey has the worst change in rate compared to baseline, but has the lowest actual rate of the 5 statistical 'neighbour' boroughs.
- 53.5% of under-18 conceptions lead to abortion. This is a huge increase. 31.9% - 97-99; 40.6% - 01-03. This has implications for the sexual health agenda, contraception services & also termination of pregnancy counselling services. However, other than Hammersmith & Fulham at 53.3%, Haringey has the lowest termination rates of any inner-London borough and is lower than the Inner-London average of 59.6%

The Scrutiny Process

This Scrutiny Review was commissioned by the Overview and Scrutiny Committee in recognition of the key government targets for both Haringey Council and Haringey Teaching PCT to reduce teenage pregnancy and to help more parents into education, employment and training.

Reducing the number of conceptions is a key community strategy floor target.

Teenage Conception

Reduce the under-18 conception rate by 50% by 2010 as part of a broader strategy to improve sexual health. (Joint with the Department).

The Teenage Pregnancy Unit has also set targets for Haringey:

- *To reduce the rate of teenage conceptions among under 18 year olds by 55% by 2010*
- *To set an established downward trend in conception rates for under 16 year olds by 2010*
- *To increase the participation of teenage parents in education, training and employment to 60% by 2010. (Ref. Teenage Pregnancy Unit – Haringey specific target).*

The Review Panel has considered evidence from a range of key stakeholders, including the Children's Service and Haringey Teaching Primary Care Trust, as well as key documentary evidence and presented its findings in this report.

The report outlines the key conclusions and recommendations of the Scrutiny Review Panel, which will be considered by the Overview and Scrutiny Committee and put forward to Haringey Council Executive for an Executive Response. The

Executive will be asked to consider the key conclusions and respond to each of the recommendations with an Executive Decision. The Executive Decision may either:

- Agree the recommendation,
- Amend the recommendation, or
- Reject the recommendation.

Where the Executive chooses to amend or reject the recommendation, it is asked to provide the reasons for its decision. The Executive will take account of how the recommendations fit with the Council's overall policy objectives and any financial implications.

Scrutiny Recommendations

The following recommendations have been put forward by this review:

Recommendation One - Enhancing sex and relationships education

It is recommended that school governors, working with secondary head teachers and Haringey Council officers ensure that the importance of SRE is understood as a key lever to prevent the incidence of teenage pregnancy. This includes:

- work with head teachers and governors to ensure that there is increased take-up of training for PSHE coordinators, leading to improved quality and impact of teaching and that take up by schools is monitored.
- 4YP and Education for Choice services offered to all schools
- A revised policy on teenage pregnancy and sexual health to be adopted by all schools, with links to relevant Child Protection Policies.

Recommendation Two - Improving Standards for SRE Education

It is recommended that Haringey Council and HTPCT provide guidance to educators on best practice and quality standards

Recommendation Three - Improving Accessibility

It is recommended that accessible services are delivered when young people need them, where young people need them and delivered in a way that is convenient and appealing to young people.

- Improving the accessibility of sexual health and advice services to young people is improved
- Making sexual health, family planning and young people's service provision be made more accessible and appropriate in light of the data analysis findings.
- Expansion of dedicated young people's sexual health services particularly to vulnerable groups and in geographical hotspot areas, promoting close collaboration with schools
- Providing venues accessible to young people including through the development of Children's Centres
- A telephone advice line for all young people who need advice or help on sexual health and pregnancy
- Improving web site information and links to web sites for young people on range of sex and relationship advice.

Recommendation Four - Targeting High Risk Teenagers

It is recommended that Haringey Council and Haringey Teaching Primary Care Trust improve information identifying and targeting teenagers most at risk of pregnancy and strengthen delivery of targeted services for "hard to reach" groups.

Recommendation Five - Stepping Up into the future

It is recommended that the Stepping Up programme be made accessible through the Children's Network, to be given greater coverage across the borough and that funding should be assured for the future, building on its strengths and addressing identified weaknesses.

Recommendation Six - Improving access to childcare for teenage parents

It is recommended that access to childcare for teenage parents is improved, including through the development of Children's Centres, which should ensure that there is appropriate affordable provision for teenage parents and through increased childcare facilities in colleges of higher education and the use of childminders.

Recommendation Seven – reaching teenage parents who need support

It is recommended that further mechanisms are put in place to reach teenage parents who need support and advice services. This should include the development of a local strategy for targeting those young parents not in contact with services and a peer support group to promote access to a broader spectrum of teenage parents in Haringey.

Recommendation Eight - Sex and Relationships Education

The review panel recommends that work on Sex and Relationships Education be strengthened in the community, including engagement through the Youth Service and other community groups. The panel would like to see closer collaborative working between the Youth Service and 4YP services, including connections.

Recommendation Nine -Improving Intelligence on Teenage Parents

It is recommended that the Teenage Pregnancy Partnership Board develop a local database of teenage parents

- Develop information sharing across the sector to facilitate creation of a definitive local database of teenage parents**
- Target for 90% of teenage parents known to the Connexions Service (currently 45% known to the Connexions Service).

Recommendation Ten - Improved Joint Working

The panel recommends that specific measures be introduced for improved joint working between the different agencies involved in delivering the Teenage Pregnancy Action Plan, including:

- Better linking up between partners/initiatives to target vulnerable groups more effectively
- Secure Reintegration Officer funding as result of changes in Standards Fund grants for Vulnerable Children Champion promotes LA and PCT joint working

Recommendation Eleven - Publicity, Information and Advice

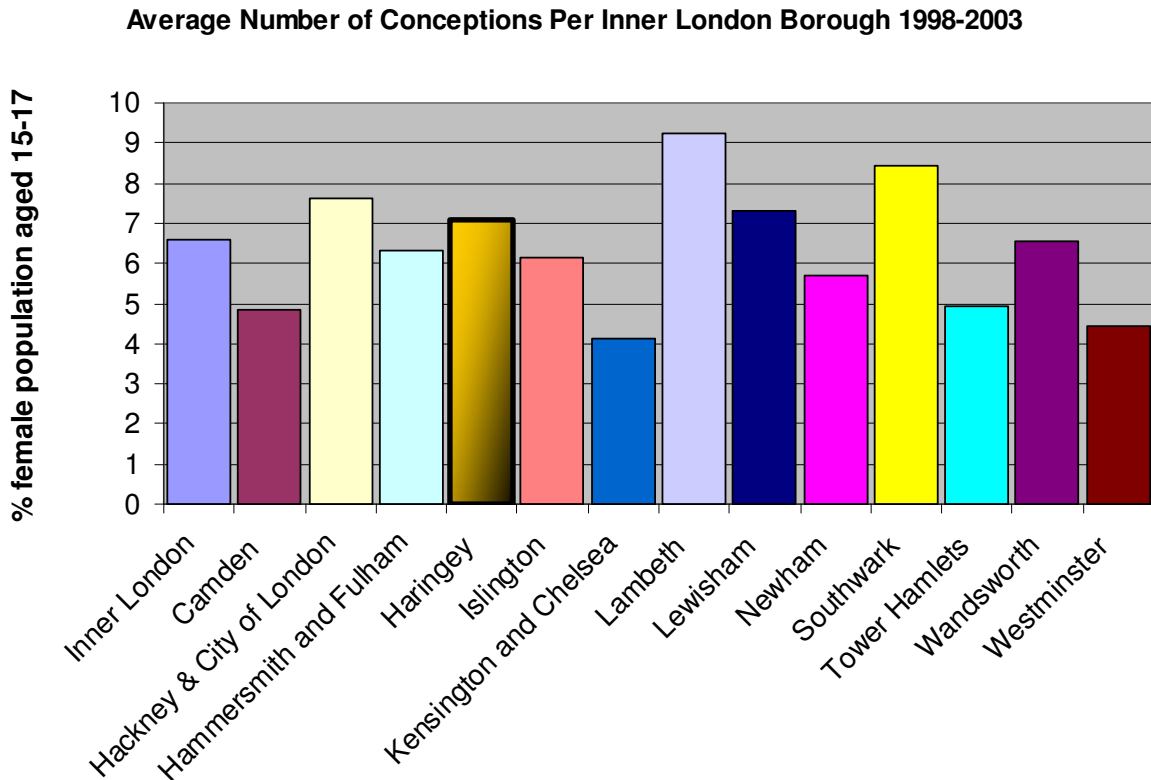
It is recommended that Haringey Council and the Haringey Teaching Primary Care Trust carry out a review of the publicity, information and advice on sexual health and contraception provided to young people as part of their requirement to communicate effectively with young people and involve them in a review of service provision and delivery.

Recommendation Twelve - Services for Teenage Parents Brochure

The panel recommends that the information on teenage pregnancy sexual health and advice is made available to young people in a range of languages and formats.

Chapter One: Introduction

- 1.1. Teenage pregnancy is a significant problem in Haringey. The rate of teenage conception in Haringey was the 5th highest in London in 2003 and is consistently higher than the national average. The rate of conceptions fell 10.5% in 2002-3, indicating an encouraging reversal of the rising trend. The only other London boroughs achieving a drop in the conception rate greater than Haringey were Kensington and Chelsea, Hammersmith and Fulham and Richmond Upon Thames.



- 1.2. It remains, however, a considerable challenge to reach the national conception rate target for under 18s in 2010. Overall, the rate has *increased* between the 1998 baseline and 2003 by 13.9%. Performance will need to improve significantly if the 2010 national targets are to be achieved.

The National Strategy

- 1.3. In 1998, the Prime Minister asked the Social Exclusion Unit (SEU) to study the causes of teenage pregnancy and to develop a strategy to reduce the high rates of teenage pregnancy and parenthood. The findings were published in a report of the SEU 'Teenage Pregnancy' in June 1999.
- 1.4. The SEU report provides evidence of some of the consequences of teenage pregnancy and recommends preventative approaches to help to reduce the rates of teenage pregnancy nationally. The report includes the Government's action plan and sets out a ten-year strategy, including targets for reduction and a programme of national and regional work. The report also sets out the requirements at local level in order to ensure that each local area contributes to the achievement of the national targets.

- 1.5. The main aims of the national strategy are:
- to reduce the rate of conceptions among under 18 year olds by 15% by 2004, and by 50% by 2010;
 - to set a firmly established downward trend in conception rates for under 16 year olds by 2010; and
 - to increase the participation of teenage parents in education, training and employment to 60% by 2010 so as to reduce their risk of long term social exclusion.
- 1.6. The national strategy is focused on four broad themes and these are reflected in local action plans:
- **prevention** - Improving sex and relationships education, access to contraception and sexual health advice services;
 - **support for teenage parents** - tailored maternity services, advice and support from Connexions personal advisors, Sure Start advisors, financial support for childcare and access to supported accommodation;
 - **joined-up action**; and
 - **a media campaign.**

These themes are also reflected in this report.

The Haringey Teenage Pregnancy Strategy

- 1.7. Every top tier local authority in England must have a ten-year teenage pregnancy strategy, developed jointly with NHS Primary Care Trusts and other relevant partners and has to be agreed by the Teenage Pregnancy Unit. The strategy must contain an analysis of local services and context, including local conception rates and targets and plans for ensuring that local strategies address the action points set out in the SEU report.
- 1.8. Progress of the Haringey Teenage Pregnancy Strategy, as well as the agreed action plan and strategic overview of the plan were considered by the panel during the review. The panel would like to see more measurable outcomes included in the next Teenage Pregnancy Action Plan, which is currently under development.
- 1.9. Top tier local authorities are required to have a Teenage Pregnancy Partnership Board (TPPB), the membership of which include representation from all relevant partners. The TPPB is responsible for the development of the local strategy and action plan, overseeing implementation and monitoring progress against the agreed targets and performance indicators and providing a joined up approach across all agencies delivering the strategy. Members of the review panel attended the TPPB to receive their views at the beginning of this review. The TPPB in Haringey appears to be well established and well-attended.

The Causes of Teenage Pregnancy

- 1.10. The SEU report summarises the main causes of the high national rate of teenage pregnancy as:
- **Low expectations** – an increasing number of young people who see no prospect of employment and have no incentive to avoid pregnancy;

- **Ignorance** – lack of knowledge about contraception, lack of high quality and appropriate sex and relationships education; and
- **Mixed messages** – surveys used to inform the report showed that a high proportion of young people predominantly learn about sex from the media. This often includes sexually explicit images and messages that may encourage young people to become sexually active without the skills to make responsible choices.

The Consequences of Teenage Pregnancy

- 1.11. Teenage pregnancy is important because has important consequences for the education, health and social care of both the teenage parent and the baby. These can include:
- Poor health outcomes
 - Poor education outcomes
 - Poor housing situations
 - Poor familial/ social support networks
 - Poor outcomes for children of teenage parents
- 1.12. Teenage pregnancy is often associated with poorer health outcomes. Teenage parents present later with health care officials and therefore may miss out on important aspects to antenatal care. They are more likely to smoke than other parents and are more likely to suffer poor nutrition. Teenage parents also experience higher levels of mental health need; almost two teenage mothers in every five experience post natal depression, this is three times higher than for other parents.
- 1.13. Teenage parents often have poorer educational outcomes. They are more likely to have experienced disruption to their education and are less likely to complete educational studies than other young people of a similar age. Longitudinal studies indicate that teenage parents are less likely to have any formal qualifications at age 33. They are more likely to be in receipt of benefits, less likely to be homeowners and if in employment, more likely to be in unskilled or manual work. There is strong evidence that teenage parents are more reliant on welfare benefits for income and for longer periods of time than other lone parents.
- 1.14. Teenage parents often have poorer housing situations. 40% of teenage parents under 20 will not live in their own home and 80% of under 18s will not live in their own home. Given the prevalence of family breakdown, a significant proportion of teenage parents may live in (semi) independent housing away from family or social networks and initial housing provision may involve substantive periods of time in temporary accommodation.
- 1.15. Teenage parents often have poor family support networks. They are more likely to experience family conflict and are more likely to experience relationship breakdown and therefore be lone parents.
- 1.16. There also tend to be poorer outcomes for children of teenage parents. There are lower birth weights are reported to children of teenage parents and there are lower rates of breast-feeding recorded among teenage mothers. Children are more likely to be living in a lone parent family, in higher

levels of socio-economic and health need. Infant mortality and morbidity is higher for children of teenage parents.

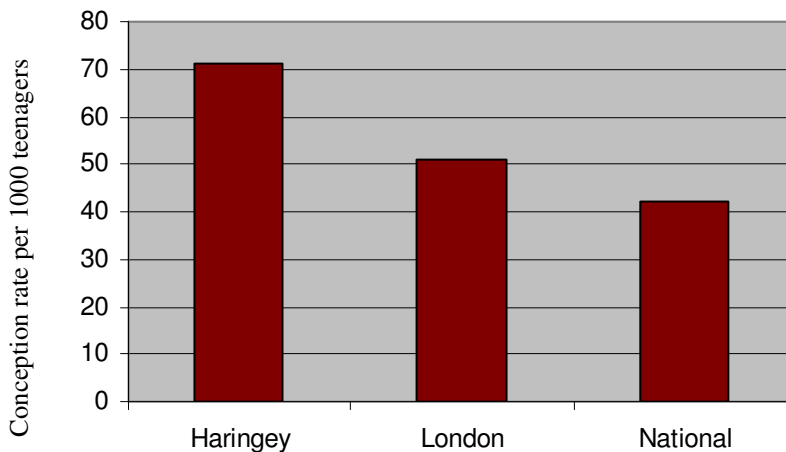
Resources and Funding

- 1.17. All local authority areas receive a grant allocation, through the Teenage Pregnancy Local Implementation Grant, to support local implementation of the strategy. The grant supports the pump-priming of initiatives, adds value to existing services, and facilitates effective local co-ordination.
- 1.18. The 50% reduction target on under 18 conceptions is shared by Neighbourhood Renewal and therefore some funding is also available through the Neighbourhood Renewal Fund (NRF), which allocates funds to particular community projects through the Local Strategic Partnership.
- 1.19. The Teenage Pregnancy Local Implementation Grant is now ring fenced to March 08, that is that it cannot be transferred to fund other services, until March 2006. Funding of projects through the NRF are limited until March 2008. Effective work needs to be embedded within mainstream provision so that when ring-fencing of the grant and NRF funding for projects expires, the work will be mainstreamed. The review panel believes that it is essential that funding of teenage pregnancy strategies in place are protected until 2010 to ensure that the strategy is not jeopardised.

Chapter Two: Preventing Pregnancy Suggest updated for 2004 figures

2.1. Teenage pregnancy can contribute to disadvantaged social and economic outcomes for both teenagers and their children and because of this, both local and national strategies have been put in place to reduce the rate of pregnancies. Despite some encouraging signs of improvement, the rate of teenage pregnancy in Haringey remains disproportionately high; higher than both the average rate for London and the national rate.

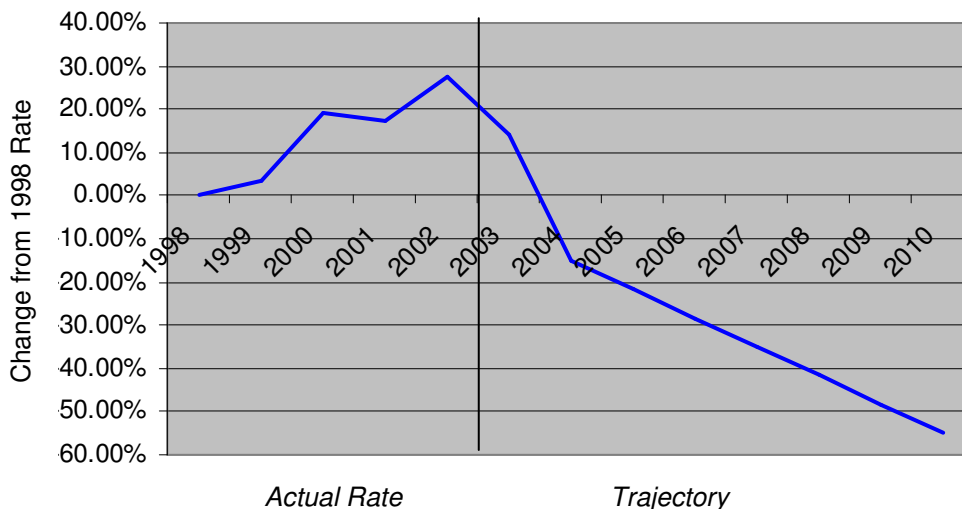
Rate of Conceptions 2003



NOTE: The conception rate for Haringey (71/1000), London (51.1/1000) national rate (42.3/1000).

2.2. The diagram below shows the ambitious rate of reduction necessary to meet local and national targets to reduce the rate of teenage conceptions among under 18 year olds by 55% by 2010.

Trajectory required to meet 2004 & 2010 targets



2.3. Despite some recent improvement showing a marginal fall in the rate of teenage conceptions, it seems unlikely that Haringey will be able to achieve

the national conception rate target for under 18s in 2010, unless there is a marked change over the next few years.

The Haringey Teenage Pregnancy Prevention Strategy

- 2.4. The Haringey Teenage Pregnancy Strategy and Action Plan provides strategic objectives for programmes aimed at reducing teenage pregnancy through targeted educational intervention programmes and services delivered by the range of different agencies involved in delivering the strategy.
- 2.5. Strategies for prevention include sex education in schools, sex education in the community, media campaigns and promoting contraception.
- 2.6. The review panel considered the Haringey Teenage Pregnancy Strategy and Action Plan and the key strategies and agencies in place. These include:
 - Sex and Relationships Education (SRE) in schools
 - The 4 Young People (4YP) programme, which delivers sex and relationships education and contraception in the community and in educational settings
 - Sexual Health Clinics, including dedicated clinics for young people
 - Media and communications, getting key messages across to young people
- 2.7. The strategy also targets particular groups of young people who are more at risk or more vulnerable to pregnancy.

Sex and Relationships Education

- 2.8. Ignorance about sex is a major risk factor for teenage pregnancy and effective sex education helps to delay rather than accelerate the age at which young people engage in sexual activity. Surveys used to inform the SEU report indicated that approximately 75% of teenage pregnancies are unplanned. The older teenagers are when they become pregnant, the more likely it is that the pregnancy was planned.
- 2.9. Sex education should aim to equip young people with the knowledge and awareness they need to make the right choices about sex and to promote self esteem, so that they can make more informed decisions about when they are ready for a sexual relationship and be aware of the precautions they need to take when they are. It also aims to ensure that young people know where to get help and advice when they need it.
- 2.10. The review panel believes that Sex and Relationships Education needs to be strengthened both in and out of schools and colleges, and this should include engagement via National Healthy Schools Standard, as well as through the Youth Service and community groups.
- 2.11. Sex education falls under the general requirements for schools to provide a curriculum which:
 - promotes the spiritual, moral, cultural, mental and physical development of pupils at the school; and
 - prepares pupils for the opportunities, responsibilities and experiences of adult life.

2.12. Biological elements of SRE are required as part of the national curriculum for science for primary and secondary aged pupils. Schools are legally required to deliver these elements of the curriculum and parents do not have the right to withdraw their children from the SRE that is taught within the science curriculum.

SRE Policies

2.13. The governing body of the school has a duty to ensure that the school has an up to date policy for SRE, although this can be within the school's PSHE and Citizenship policy. The policy must be available to parents/carers and should:

- define SRE;
- describe how SRE is provided and who has responsibility for delivery;
- show how all pupils are included;
- state how the policy is monitored and evaluated;
- provide information on parents/carers right to withdraw their children; and
- provide dates for the review of the policy.

2.14. In 2004, 55% of secondary schools and 71% of primary schools responded to a Haringey Healthy School's survey of SRE policies. The survey found that, whilst there was excellent practice in some schools, others had not reviewed their policy within the last two years.

2.15. The SRE that schools teach outside of the science curriculum is discretionary and teachers cannot be compelled to teach this. Parents/carers have the right to withdraw their children from these aspects of the curriculum.

2.16. The Teenage Pregnancy Unit (TPU) provides annual feedback on the implementation of the local strategy and action plan. Initial feedback was given to Haringey in July 2005. This indicated that the engagement of secondary schools in Haringey in the development of sex and relationships education is challenging. The TPU recommended that SRE programmes should be strengthened, particularly in relation to the delivery of programmes to address self-esteem and the development of negotiating skills.

Recommendation One - Enhancing sex and relationships education and resources in schools

It is recommended that school governors, working with secondary head teachers and Haringey Council officers ensure that the importance of SRE is understood as a key lever to prevent the incidence of teenage pregnancy.

This includes:

- **work with head teachers and governors to ensure that there is increased take-up of training for PSHE coordinators, leading to improved quality and impact of teaching and that take up by schools is monitored.**
- **4YP and Education for Choice services offered to all schools**
- **A revised policy on teenage pregnancy and sexual health to be adopted by all schools, with links to relevant Child Protection Policies.**

Education for Choice

2.17. During the review, the panel received oral evidence from Natalie Misaljevich – Education & Training Officer at Education for Choice. Education for Choice is a UK-based educational charity dedicated to enabling young people to make

informed choices about pregnancy and abortion. EFC receive funding from a range of agencies, including the Teenage Pregnancy Unit. The work of Education for Choice concentrates particularly on the issue of abortion, but within the context of work with young people that values all pregnancy choices equally. This work includes:

- Direct work with young people
- Resources for educators
- Training and consultancy for educators
- Advocacy for young people

2.18. Education for Choice (EFC) is currently working with 2 schools in Haringey. Nationally they work directly with approximately 6000 young people every year and their services are available to all “Inner London” schools. EFC are also currently working with Southwark and Lewisham. The panel heard that both girls and boys tend to prefer to get advice from outside of the regular school staff and delivery by external agencies helps to support teaching staff.

Sexual Health Clinics

2.19. There are various health clinics situated around the borough which offer free family planning services, including contraception, advice and other services. Many of these clinics offer special sessions exclusively for young people. This can make services more accessible to teenagers, who may find adult sexual health clinics intimidating.

2.20. During the review, the panel heard evidence from Kim Morgan and Dr Elphis Christopher – Lead Clinician, Haringey Family Planning Service, Haringey Teaching Primary Care Trust. Dr Christopher has had long experience working in the field with young people in Haringey, advising on sexual health. She told the review panel that family planning clinics have a pivotal role in providing access to sexual health advice and the full range of contraception choices to young people when they need it.

2.21. The review panel believes that it is essential that family planning clinics are located in areas where young people need them and are accessible to young people and this needs to be taken into account when the PCT is making decisions about where clinics are going to be located into the future. They also need to be publicised and publicity and promotion needs to be young people. It is suggested that it should avoid terms such as “family planning” and emphasise that the service is “free” and for young people. The 4 Young People (4YP) publications and promotional material seen during the review provides examples of good practice in the promotion of sexual health services for young people.

Young People

2.22. During the review, the panel heard evidence from the 4YP Service. 4YP is a sexual health initiative providing young people friendly, confidential sexual health services for young people in Enfield and Haringey it provides a range of services including the 4YP bus, 4YP clinics and 4YP Drop-In sessions. It is targeted at young people in Enfield and Haringey aged between 11 and 18 who need guidance, advice or simply someone to talk to about sex and relationship issues.

2.23.4YP hosts two regular local young people's sexual health clinics in Enfield and Haringey that offer sexual health check-ups and contraception services specially designed for young people aged 18 and under. .

The 4YP Bus

2.24.4YP operates a mobile service based at various locations out in the community, at locations where it is convenient for young people to access them. The 4YP Bus is described as "a hip, interactive sexual health advice bus".

2.25.The bus provides an informal drop-in service that offers information and advice on all aspects of sex and relationships; including puberty and emotions, contraception, STIs (Sexually Transmitted Infections) and local sexual health and contraception services.

2.26.During the review, members of the panel visited the 4YP bus to find out how it operates and how effectively it seemed to be interacting with young people. Members were also able to find out, (through the 4YP educators), from some young people what they thought of the service.

2.27.The atmosphere on the 4YP Bus is relaxed and friendly and staff are well equipped to interact with young people in an affirmative and unpatronising manner, being proactive in approaching young people and making them feel welcome to visit the bus and to feel at ease to talk about sex and relationships in a relaxed yet safe setting. The staff on the 4YP Bus are youthful yet professional and the atmosphere is informal. The 4YP educators are trained to discuss sex and relationships issues in ways appropriate to a young person's age and development. If a young person has a personal issue they want to discuss in confidence with a 4YP educator there is a separate room available on the bus for privacy.

2.28.The 4YP bus visits lots of local sites in Haringey and Enfield. There are sessions at Edmonton Green Shopping Centre, West Green, Enfield Town and Wood Green every two weeks and a monthly session in Crouch End. The bus also makes one-off visits to lots of other places.

Improving Standards for SRE Education

2.29.To make sure that sex education both in schools and in the community is effective, the review panel believes that best practice needs to be shared, so that educators can make sure that they are approaching different groups of young people in the appropriate way and that they are delivering all of the key information young people need to make effective choices and access advice and support services when they need them.

2.30.Education for Choice lobby and assist educators to deliver good quality standards in sex and abortion education. Key points for effective sex education and discussion are:

- Creating a safe learning environment*
- An inclusive approach*
- Appropriate teaching materials and images*

- *Discussing risk taking behaviour*
- *Valuing all pregnancy choices equally*
- *Give accurate, impartial information*
- *Dispel fear, shame and guilt*
- *Valuing diversity*
- *Recognising spectrum of religious views*
- *Exploring the ethical dilemmas*
- *Considering external pressures*
- *Signpost to impartial sources of advice and support*
- *Emphasising young people's right to informed choices*

Recommendation Two - Improving Standards for SRE Education

It is recommended that Haringey Council and HTPCT provide guidance to educators on best practice and quality standards

2.31. The scrutiny review panel is recommending that Haringey Council and the Haringey Teaching Primary Care Trust provide a quality standard of appropriate sex and relationships education as a guide. This should be appropriate for use in schools, youth clubs and outreach services in the community (e.g 4YP), based on best practice.

2.32. The guidance should include key topics to be covered at different ages, key information, effective age appropriate methods of delivery, as well as resources and organisations available to educators and young people in Haringey. It should have a particular emphasis on improving SRE in secondary schools and links with addressing wider social disadvantage strategies. .

Chapter Three: Targeting Prevention

- 3.1. Part of the strategy for reducing teenage pregnancy is to find out which teenagers are more at risk of becoming pregnant and targeting extra resources to make sure that they are informed and protected.
- 3.2. There is a clear link between the rates of teenage conceptions in Haringey and localities showing a high index of deprivation score; areas with a high percentage of non-white British residents and areas with a high percentage young woman achieving no or Level 1 qualifications.
- 3.3. Prevention strategies are targeted at particular groups of young people identified as having a higher risk of conception or are particularly vulnerable. The strategy targets prevention on particular groups of young people, including:
 - By age
 - By gender
 - In particular neighbourhoods
 - By social, religious and ethnic background
 - Refugees and asylum seekers (particularly unaccompanied minors),
 - Looked After Children,
 - Young offenders,
 - Young people leaving Care and

Age

- 3.4. A person's teenage years are a period of rapid personal development and the approach taken to educate and advise young people at different ages needs to be focused on the needs of particular age groups. Analysis of data from the period 2000-2002 shows that 80% of teenage conceptions occur in the age band 16-18 requiring highly focused and prevention and support arrangements for this age group.

Gender

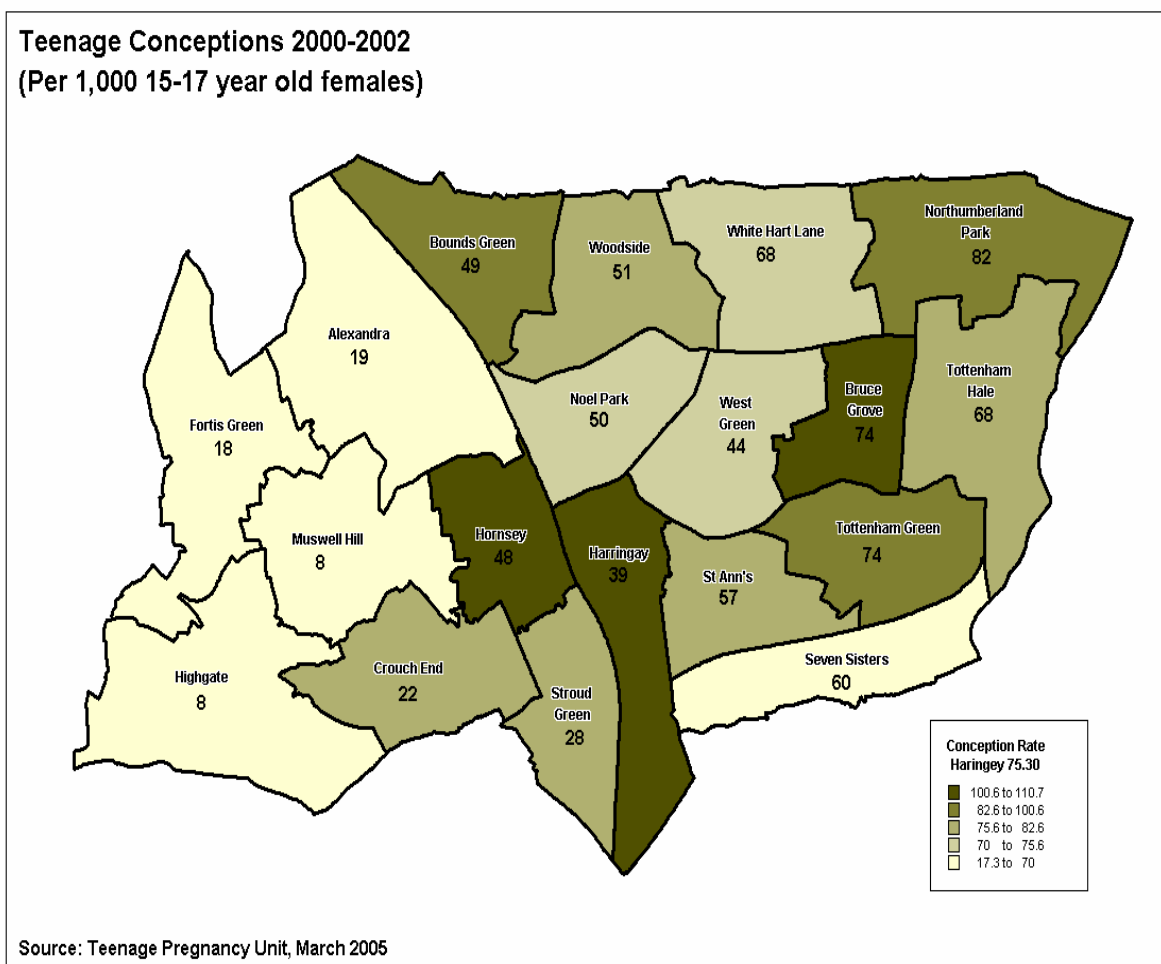
- 3.5. The 4YP (outreach sex and relationships education project) service offers specific sessions to young men in various settings and has recruited educators that speak the major languages in Haringey. In some areas only a tiny proportion of sexual health clinic users are men whereas the 4YP bus has been particularly successful at reaching young men. Engaging with young men can be key to making a difference to teenage pregnancy rates (and also helping to encourage young fathers to be more involved). It takes two to make a baby and young men need to be encouraged to behave responsibly, take precautions and avoid risk taking behaviours. The review panel would like to see services become more oriented towards young men and young fathers. This should include:
 - making services friendly towards boys and young men
 - targeted interventions for those most likely to engage in risk taking
 - behaviour
 - learning from good examples elsewhere (e.g. Teens and Toddlers project
 - (and Haringey 4YP Bus)
 - services for young fathers (inc. midwifery, health visiting)

Neighbourhood Hotspots

3.6. The average rate of teenage conceptions is significantly higher in the East of the borough compared to the West side, reflecting the different kinds of population make up and the comparative deprivation ranking. The Community Strategy Action Plan, Objective 7 provides a target to reduce the gap between the highest and lowest performing ward for teenage conceptions:

3.7. “Over the next two (years) (starting from 2004) to reduce the gap between the rate for the borough and the average ward rates (local target)”.

3.8. There are also particular neighbourhood hotspots, which show a significantly higher conception rate in particular areas. 15 of the 19 wards in Haringey have been identified as having an under 18 conception rate in the range of the highest 20% in England between 2000-2002. There is a clear link between the rates of teenage conceptions in Haringey and localities showing a high index of deprivation score; areas with a high percentage of non-white British residents and areas with a high percentage young woman achieving a low level of educational qualifications.



3.9. During the review the panel heard that the 4YP Service in Haringey provides outreach sex education targeted at young people, in particular neighbourhoods and in other community settings. This includes work in schools and in community setting and also the 4YP Bus, a mobile unit which targets young people in hotspot areas and at locations that young people tend to congregate.

- 3.10. To enhance the current strategy, the review panel believes that it may be possible to carry out more work to focus on the hotspot area data, including:
- Targeting schools with a high incidence of teenage pregnancy for special advice and support.
 - Workforce training, focused on at risk groups

Improving Accessibility

- 3.11. The panel heard that the PCT is making decisions about the location of clinics in the borough. When decisions are made about the location of clinics, which will provide a range of health services to the whole community, the panel believes that the PCT needs to make sure that the particular needs of young people have been taken into account and that clinics are suitable and accessible to young people and reflect the hotspot areas. The scrutiny panel recommends that such decisions need to be flagged up to partners delivering the teenage pregnancy strategy at a strategic policy level and should be presented to the Children and Young Persons Partnership Board for discussion.
- 3.12. Effective prevention needs fully accessible information and advice services, so that young people have access to both the general knowledge and information they need to make effective life choices as well as specific information and advice when they need it.

Recommendation Three - Improving Accessibility

It is recommended that accessible services are delivered when young people need them, where young people need them and delivered in a way that is convenient and appealing to young people.

- **Improving the accessibility of sexual health and advice services to young people is improved**
- **Making sexual health, family planning and young people's service provision be made more accessible and appropriate in light of the data analysis findings.**
- **Expansion of dedicated young people's sexual health services particularly to vulnerable groups and in geographical hotspot areas, promoting close collaboration with schools**
- **Providing venues accessible to young people including through the development of Children's Centres**
- **A telephone advice line for all young people who need advice or help on sexual health and pregnancy**
- **Improving web site information and links to web sites for young people on range of sex and relationship advice.**

Targeting Social Groups

- 3.13. Particular sections of the teenage populations in the borough have been identified as more vulnerable to unplanned conceptions. This often mirrors the link between teenage pregnancy and relative deprivation. Young women from unskilled manual backgrounds (social class V) are more than 10 times likely to become teenage mothers as those from professional backgrounds (social class 1).

- 3.14. Culture, ethnicity and lifestyle can also be significant. Ethnicity, culture and religious beliefs can have a major influence on young people's attitudes to sexual behaviour, pregnancy and teenage parenthood. However, research shows that differences in attitudes and beliefs about sexual behaviour between young people from different ethnic groups are less marked than differences in reported behaviours or differences between men and women.
- 3.15. Religion plays a strong role in influencing attitudes towards behaviours such as pre-marital sex and homosexuality, so young people brought up in strictly observant households tend to hold less permissive attitudes. Country of birth is also important, with those born and educated in Britain holding similar views about sexual relationships and condom use.
- 3.16. For young people from African Caribbean, Bangladeshi, Pakistani Muslim and Traveller communities, there is a high incidence of early pregnancy, which may be within marriage. Although rarer now in settled Traveller communities, it would be permitted for a girl of 14 to get 'married' according to tradition and only in this circumstance become sexually active.

Refugees and Asylum Seekers

- 3.17. The review panel heard that anecdotal evidence from supporting parents' projects in Haringey and Enfield indicates that refugees and asylum seekers form one-third of the parents attending. Refugees and asylum-seekers consist of many diverse groups with a wide range of cultures and beliefs. The culture and traditions of different ethnic groups need to be examined in order to understand how these factors affect the uptake of sexual health services.
- 3.18. Many asylum-seekers are young men who have left their families in their home countries and may be heavily influenced by the sexual behaviour of young people in the wider society. Safer sex and contraception may not be a high priority and this makes them a target for sexual health and teenage pregnancy work.

Unaccompanied Minors

- 3.19. The review panel heard that many of the teenage asylum seeker pregnancies are unaccompanied minors. A recent investigative study into the sexual health needs of unaccompanied minors in Enfield and Haringey found that 35% of the young parents supported by a specialist health visitor in Enfield were asylum seekers and that half of those pregnancies were a result of rape - either prior to arrival in the UK or since that time. Unaccompanied minors have many sexual health needs in common with their peers in terms of age or ethnicity, however, there are also particular circumstances and experiences that make them a more vulnerable and distinct group.

Recommendation Four - Targeting High Risk Teenagers

It is recommended that Haringey Council and Haringey Teaching Primary Care Trust improve information identifying and targeting teenagers most at risk of pregnancy and strengthen delivery of targeted services for "hard to reach" groups.

- 3.20. The scrutiny review panel recommends that more work should be carried out to improve the quality of information available about teenagers in Haringey to help inform prevention strategies. In particular, more needs to be known about the sexual health needs of identified high risk groups of young people, including unaccompanied minors, teenage refugees/asylum-seekers and those leaving care.
- 3.21. Data needs to be shared appropriately with relevant agencies delivering strategies for teenage parents and there need to be effective mechanisms in place to ensure that appropriate information can be shared to improve knowledge about teenage parents in the borough. In particular, data needs to be shared with the officer responsible for mapping provision across the authority to identify needs and provision and address findings.

Chapter Four: Supporting Parents

- 4.1. All new parents require support, but teenage parents face even more demanding challenges than most. The majority of teenage mothers will be single parents, they are more likely to have a background of relative deprivation, they are more likely to be outside of education, employment or training and they are more likely to live in inadequate accommodation. Support for teenage parents therefore requires a joint approach from a cross section of agencies delivering the strategy.
- 4.2. The main sources of support for teenage parents in Haringey are:
- Stepping Up - a support service, providing advice, information and practical help and support for teenage parents aged 16-19 in Haringey.
 - Families Matter – Advice, information and support to parents under the age of 24.
 - Teenage Parents Reintegration Officer – supporting teenage parents aged 16 and under to continue with their statutory education.

Stepping Up

- 4.3. Stepping Up was formed in September 2003 to provide a range of advice and support services to assist teenage parents in Haringey.
- 4.4. Stepping Up is aimed at 16-19 year olds in Haringey who are expecting or who have had their baby. The project is collaboratively funded through Neighbourhood Renewal Funding (NRF), the Haringey PCT, Connexions and Sure Start.
- 4.5. Stepping Up offers the following services to teenage parents:
- a one-stop-shop for advice on education, training, employment, housing and welfare benefits;
 - advocacy for teenage parents in supporting their health and welfare needs;
 - a weekly teenage parents support group with a programme of planned activities and contributions from in-house and external professionals, (e.g. play-workers, Health Visitors, EET advisers, midwives);
 - one-to-one support;
 - appropriate referral to other support services.
- 4.6. During the review, the panel visited the Stepping Up project, which is based at the Neighbourhood Resource Centre in Northumberland Park in Haringey (N17). The project is staffed by one full time manager/generic support worker from Haringey Teaching Primary Care Trust (TPCT), a dedicated Sure Start worker and dedicated Connexions personal adviser.
- 4.7. The panel heard that 174 referrals were made to the project between September 2003 and July 2005. The annual number of referrals to Stepping Up is rising. In 2004, the project received 84 referrals and the project currently receives approximately 30 referrals each quarter. The Stepping Up project has a remit to include work with young fathers but it is rare that they come forward.

The Stepping Up Evaluation

- 4.8. An independent evaluation of Stepping Up was completed in August 2005 and this was considered by the panel during the review. The review panel heard evidence from Martin Bradshaw the Research Consultant on the evaluation of Stepping Up carried out in March 2005. The Stepping Up Evaluation report, published June 2005 was also considered. The Evaluation of Stepping Up was carried out through data monitoring, interviews with project workers, interviews with partner agencies, focus group interviews with teenage parents and a survey of all teenage parents known.
- 4.9. Aims & Objectives for the Evaluation of Stepping Up were to:
- Analyse the nature of support provided to teenage parents
 - Analyse the nature of partnership working in supporting teenage parents
 - Identify unmet needs /service gaps
 - Make recommendations to guide and inform future development
- 4.10. The evaluation found that teenage parents accessing the service really appreciated Stepping Up services. They liked the fact that it addressed their needs as socially isolated young women, as well as providing them with support in their role as parents. The evaluation also highlighted the fact that Stepping Up is not reaching all of the teenage parents in the borough, nor is the project accessed by all referrals. The review panel commends the independent evaluation of the Stepping Up project and would like to see its findings and recommendations incorporated into revised service provision.

Recommendation Five - Stepping Up into the future

It is recommended that the Stepping Up programme be made accessible through the Children's Network, to be given greater coverage across the borough and that funding should be assured for the future, building on its strengths and addressing identified weaknesses.

- 4.11. The views of teenage parents obtained through the evaluation teenage parents' focus groups were considered by the review panel. The experiences of teenage mothers included discrimination, isolation, poor social circumstances and poor emotional health.
- 4.12. The evaluation identified some key strengths of Stepping Up in Haringey. These include:
- It provides a Dedicated service just for teenage parents
 - Teenage parents feel at ease and more likely to access services provided for them
 - It provides a Peer Support Group which provides a vital role in lessening social isolation, and contributes to the social development of parent and child
 - Stepping Up is providing a strong advocacy role, which is highly beneficial to teenage parents
 - It provides a One Stop Shop approach that helps in negotiating a myriad of services and provides accountability and prevents young parents being passed around the system
 - It provides a pivotal role of Local coordination and referral for services

4.13 The evaluation also identified some key weaknesses of Stepping Up services, including:

- The limited capacity of Stepping Up services
- The lack of a definitive local database of teenage parents. Such a database would help to understand the scale and nature of local need, needed to inform policy and local targets and to develop a coherent and systematic referral system (esp. from Midwifery services)
- There are undefined exit strategies for teenage parents. There are complexities of age related services and benefits and there is a need to ensure smooth transition to other support services
- It's services are too geographically centred and there is a need to develop services in other areas of the borough to facilitate greater access, especially the peer support groups
- Young fathers provision remains undeveloped and there is a particular need for further work in relation to family relationships and domestic violence

Refugees and Asylum Seekers

4.14 Refugees and asylum seekers are a vulnerable section of the population, often escaping challenging or life threatening circumstances. Many young refugees and asylum seekers are unaccompanied minors, making this group particularly vulnerable. Haringey has a large refugee and asylum seekers population and the review panel heard that anecdotal evidence from supporting parents' projects in Haringey and Enfield indicates that refugees and asylum seekers form one-third of the parents attending. A report into the sexual health needs of unaccompanied minors was jointly commissioned by Haringey and Enfield and the final report and recommendations is awaited at the time of this review.

Supported Housing

4.15. Housing support in Haringey is offered through the Supporting People programme. The programme helps to provide vulnerable tenants and households in the borough with good quality housing-related support which meets local need and is cost effective. Support and advice is managed directly through external agencies KeySupport , which provides housing and advice support for single adults and couples without children aged between 16 and 60 and HARTS which provides advice and support for families. The Supporting People programme supports more than 10,000 households in Haringey. The review panel heard that Supporting People can deliver supported housing to all teenage parents in the borough in need of housing.

4.16. Supported housing for teenage parents is included in the 5-year Supporting People Strategy, and the Homelessness Strategy. There are specific activities in the homelessness strategy action plan on the provision of support to teenage parents. Supporting People is currently undertaking a major review of the housing / supported housing needs and provision for young people, including teenage parents.

4.17. Although the Supporting People programme is meeting the housing support needs of teenage parents referred to the service, it is possible that not all teenage parents in need are being appropriately referred and the review panel would like to see this investigated, to make sure that the housing services directorate have appropriate mechanisms in place to ensure that all teenage

parents in need of housing are referred to Supporting People or the associated agencies. The review panel heard that a large number of teenage parents present to the homelessness unit, which is a main root for teenage parents into social housing.

Education, Employment and Training

- 4.18. A large proportion of teenage parents perform poorly in education, and early parenthood provides further disruption to their progress. A disproportionate number of teenage mothers are not in education, employment or training. This is an important way in which a cycle of deprivation is reinforced, forcing young parents out of education, employment and training, increasing welfare dependency and locking them into decreased life chances for themselves and their children.
- 4.19. For this reason, the National Public Service Agreement is included in the goals of the Teenage Pregnancy Strategy for Haringey:
- 4.20. *“To increase the participation of teenage parents in education, training and employment to 60% by 2010”.* (Ref. Teenage Pregnancy Unit – Haringey specific target).
- 4.21. The review panel heard that, of the 1009 teenage mothers aged 16-19 in North London, approximately 14.8% are currently in employment, education or training (EET), compared to around 75% in education, employment and training in the whole 16-19 population. Though the total number of teenage mothers is comparatively small they are a particularly important group to support in education or training, as evidence suggests that teenage parents and their children are likely to suffer long term social exclusion. The panel believes that a more proactive approach is needed to encourage young parents to participate in further education, including more outreach activities, guidance and pastoral support, which are as important and should compliment financial support.

Teenage Parents in School

- 4.22. Support for teenage parents in school is a vital part of encouraging more teenage parents into employment, education or training and improving self sufficiency and prospects for the future. School-age parents are supported through the Teenage Pregnancy Reintegration Project. The aim of the project officer (TPRO) is to ensure that these school-age pregnant girls and parents have access to appropriate educational opportunities.
- 4.23. The DfES has produced guidance on the education of school-age parents and this has been circulated to all secondary schools in Haringey. The Teenage Parent Reintegration Officer and the school work together with the young person to encourage them to stay in school. Schools make work available for the young person to complete at home during maternity leave and the TPRO supports the development of and engagement in any individual programmes of provision.

4.24. Many young mothers have a pattern of poor attendance at school or lack of engagement in education prior to conception or the birth of their baby. The aim of the reintegration project is to engage these young women in appropriate educational experiences. The Reintegration Project and the Tuition Service work closely with Connexions. At the end of the academic year those teenage parents who are no longer school age will be referred to the Connexions PA for Teenage Parents 16-19.

Sure Start

4.25. There are five Area Sure Start Programmes in Haringey. The Park Lane Sure Start Programme Manager has been designated the strategic lead for the work with teenage parents from across the borough.

4.26. Three of the Sure Start Programmes (Park Lane, Roundway and High Cross) have contributed funding towards a new Teenage Parents Support Worker to work across the three programmes. The worker is based with 'Stepping Up' and the Connexions PA and will have a responsibility for developing work around parenting and child development.

4.27. The Stepping Up evaluation found that there was a need for geographical clarification of referrals to Sure Start. Uncertainties surrounded eligibility for the Sure Start teenage parents support programme, as Sure Start is based around certain geographical localities. The evaluation also identified strong local boundaries for local youth culture, where teenagers may be based.

Midwives

4.28. Discussions have taken place with the head of midwifery services at North Middlesex Hospital and senior midwifery managers at the Whittington Hospital. All are keen to develop dedicated services but currently lack resources. There is a need for increased investment in developing maternity services to meet the needs of teenage parents, in line with Maternity National Service Framework and Teenage Pregnancy commissioning guidance, with clear plans from commissioners and providers setting out how services will be developed to meet the standards across hospitals and primary care.

4.29. A working group meets regularly to look at ways to develop a dedicated service and expectant teenage mothers are invited monthly to the North Middlesex for parenting in education antenatal classes; a dedicated Community Midwife and the Co-ordinator of Families Matter facilitate this.

4.30. During the review, the panel considered evidence from Barnet Enfield & Haringey Maternity Services Liaison Committee (MSLC). Barnet Enfield & Haringey MSLC.

4.31. is a specialist user involvement forum, which brings together user representatives and health professionals in the area, to develop women-centred maternity services which are appropriate, acceptable and accessible to the local population. It is accountable jointly to the Boards of Barnet, Enfield and Haringey Primary Care Trusts.

- 4.32. During 2004/5 the MSLC reviewed maternity services for this user group. Teenage parents were invited to one of their meetings to give their views on their experiences of local services. Each of the four hospitals represented on the MSLC also gave a short presentation on the service they provide for this user group.
- 4.33. Evidence informed by this process was submitted and considered by the scrutiny review panel and have helped to inform the evidence, conclusions and recommendations outlined in this report.

Child Care

- 4.34. Childcare provision can help young parents get on with their lives, as well as, very often, become more effective parents. It can provide the extra support they need to attend collage, go to work and to allow some time for themselves. Teenage parents tend to have low levels of attainment and poor experiences of education, and to be on benefits. Take up of further education by teenage mothers is low and the availability of childcare, guidance and pastoral support for teenage mothers is critical to their participation in further education.
- 4.35. The availability of childcare for young children (especially those aged under two years) is limited. The costs of childcare can be more expensive due to the age of their children, the hours of care needed and travel costs. The shortage of dedicated childcare places for teenage parents have been and continue to be an problem; there are currently no dedicated places within any of the Local Authority's day care services, although there are some places for babies.
- 4.36. The Stepping Up evaluation found that teenage parents had problems with the lack of availability of childcare, including the lack of overall capacity, but particularly provision for children under 12 months and provision in educational institutions (e.g. colleges of further education).
- 4.37. The College of North East London has limited spaces for young parents who are studying at the college and the panel heard that Families Matter have recently developed a nursery specifically for young parents aged up to 19, which cares for babies up to the age of 15 months of age.
- 4.38. Financial support for childcare for students comes from the general Learner Support Fund and, for college students, the Childcare Support Fund. Both these funds are discretionary and institutions set their own policy for assessing eligibility, within DfES guidelines. Teenage parents are a priority group.
- 4.39. Learner Support Funds are for students aged 16+ on part-time or full-time courses. You can claim it if you're receiving other funding, such as the Educational Maintenance Allowance, the Adult Learning Grant or a Career Development Loan, but it's intended for special needs and circumstances not covered by other grants.
- 4.40. The panel heard that all parents under the age of 19 and accessing education or training are entitled to the Care to Learn Grant, which assists with childcare fees, although the grant may not cover the full costs of either child-minding or nursery places.

4.41. The panel believes that childcare placements, either in nurseries or with child-minders, readily accessible to teenage parents and particularly those of school age, need to be developed to provide the support necessary to encourage teenage parents back into education or training, as well as to provide the extra support they need as young parents often struggling in challenging circumstances.

Recommendation Six - Improving access to childcare for teenage parents
It is recommended that access to childcare for teenage parents is improved, including through the development of Children's Centres, which should ensure that there is appropriate affordable provision for teenage parents and through increased childcare facilitates in colleges of higher education and the use of childminders.

The Connexions Service

4.42. Connexions is the government's support service for all young people aged 13 to 19 in England. It works by bringing together all the services and support young people need during their teenage years, offering support to young people through Personal Advisers (PAs).

4.43. Connexions provides an individually tailored service offering advice, guidance and access to personal development opportunities. For some young people this may be just for careers advice, for others it may involve more in-depth support to help identify barriers to learning and find solutions brokering access to more specialist support, eg drug abuse, sexual health and homelessness. PAs work in a range of settings including schools, colleges, one-stop shops community centres and on an out-reach basis.

4.44. Connexions is delivered through 47 local partnerships, including the North London Partnership. In North London there are 7 Connexions Centres across Barnet, Enfield, Haringey and Waltham Forest. Some personal advisers work with young people in schools and colleges, or with training providers. Others are based with organisations such as the youth service, specialist young people centres, or from Connexions Centres.

4.45. Connexions has actively referred parents aged 16+ to Entry to Employment (E2E) training-providers such as Haringey Adult Learning Service (HALS), the Harrington scheme and JHP Training. Those with ESOL needs are referred to HALS. The PA has also developed good links with all local colleges, ARCO Plus, the housing department and the employment service.

4.46. A resource centre has been established at the Northumberland Road Centre, which for one day a week will be dedicated to teenage parents. They will be able to access careers guidance computer packages and support to develop their CVs.

Reaching Out

4.47. Although Stepping Up and other support services are providing valuable support services, not all teenage parents are being reached. The panel heard that there have been significant achievements in reaching teenage parents, attributed to more effective partnership working. Haringey now has the highest

rate of contacts with teenage parents in North London, 45% of TP are known to the Connexions service. .

- 4.48. The review panel heard that the Supporting Children and Young People Group has set a target that 50% of 16-19 mothers to be identified and known to the partnership.
- 4.49. Further to the current achievements, the review panel believes that the Teenage Pregnancy Partnership needs to aim for at least 90% contact rate with teenage parents in the borough. This should be feasible with improved information sharing by all partners, so that all teenage mothers coming into contact with the partnership should be known to other relevant support agencies and contacts managed through a central database.
- 4.50. Partner agencies need to make sure that, in particular, they are reaching those teenage parents who most need support, including unaccompanied minors and other vulnerable groups, as well as making a concerted effort to reach the so called "hard to reach" groups, that may face barriers to accessing services, e.g. because of cultural or language barriers. The review panel would like to see a strategy developed by partner agencies to reach teenage parents not known to the partnership.

Recommendation Seven – Reaching Teenage Parents Who Need Support
It is recommended that further mechanisms are put in place to reach teenage parents who need support and advice services. This should include the development of a local strategy for targeting those young parents not in contact with services and a peer support group to promote access to a broader spectrum of teenage parents in Haringey.

Chapter Five: Partnerships

5.1. The Teenage Pregnancy Strategy is closely linked to other factors such as socio-economic conditions, housing, domestic violence, child protection and safeguarding, drugs and alcohol abuse as well as school attendance, behaviour, employment and training and educational attainment. Teenagers need advice and support from a range of different agencies and in a range of different settings and the effectiveness of prevention and support strategies is significantly affected by the way in which the various agencies involved work together in partnership.

Local Partnerships

5.2. The Teenage Pregnancy Strategy for Haringey is delivered through a partnership of different agencies and departmental services. These include:

- The Children's Service – Haringey Council
- Haringey Teaching Primary Care Trust (HTPCT)
- The Teenage Pregnancy Co-ordinator
- The Teenage Pregnancy Partnership Board
- The Connexions Service
- The 4 Young People service (4YP)
- The Stepping Up service
- The Housing Service – Haringey Council
- Schools – primary and secondary
- Colleges Further Education

5.3. There are particularly close working relationships between the Teenage Pregnancy Co-ordinator (TPC), the Teenage Pregnancy Partnership Board and Connexions. The TPC is a member of the Connexion Local Management Committee and also of the Connexions Not in Education, Employment, Training (NEET) sub-group. The Connexions manager is a member of the partnership board.

5.4. Partnership working can be realised through collaborative services (such as sexual health advice and services) and joint commissioning, including delivery via extended schools, the youth service, the voluntary sector.

The Teenage Pregnancy Partnership Board

5.5. Each local authority in England is required to have a Teenage Pregnancy Partnership Board, responsible for overseeing the implementation of the Teenage Pregnancy Strategy, ensuring that progress is made towards achieving the targets and agreeing allocation of the Teenage Pregnancy Implementation Grant. This group is attended by Directors, Assistant Directors and Heads of Service from the PCT, the local authority and the voluntary sector. The Teenage Pregnancy Partnership Board makes recommendations on the use of the grant and oversees the implementation of the action plan.

- 5.6. In December 1999, a district wide Teenage Pregnancy Co-ordination Group for Enfield and Haringey was established. This group is chaired by the local Teenage Pregnancy Co-ordinator, and had representation from the NHS, Haringey Council (Social Services, Housing Services, Education, the Youth Service, Youth Offending teams), Careers services (Connexions), and the Community Health Council.
- 5.7. Following the successful submission of the 1999/2000 bid to the Teenage Pregnancy Unit, inter agency protocols were established for overseeing the work. There is a need to ensure that all partners are contributing to the delivery of the joint teenage pregnancy strategy in line with the conditions of the Teenage Pregnancy Implementation Grant.
- 5.8. In 2001 two separate co-ordination groups were established for Enfield and Haringey involving the same organisations, with representation from senior managers of the partner agencies. There is a need now to develop separate provision in each borough to meet the different needs found in each and to stretch current provision to all areas.

Haringey Council

- 5.9. Haringey Council provides strategic support and intervention services for young people, both directly through the Children's Service and through guidance to schools. Haringey Council, like other local authorities, is now the lead accountable body and must take decisions on the expenditure of the Teenage Pregnancy Implementation Grant to ensure that it is used to support the local strategy and deliver the local action plan.
- 5.10. In August 2001, Chief Executives of Health Authorities and Local Authorities were informed that in future years the Local Implementation Grant for delivering on local strategies would be re-routed from the health authority to the local authority, to take effect from April 2002 when existing health authorities were to be replaced by strategic health authorities and PCTs.
- 5.11. Implementation of the local Teenage Pregnancy and Parenthood Strategy and progress towards targets for 2010 is now firmly embedded in the Children and Young People's Plan and Community Action Plan of Haringey Council.

The Teenage Pregnancy Strategy Coordinator

- 5.12. The review panel believes that, in order to achieve the outcomes and targets of the strategy, it is essential that the capacity of strategic co-ordination be enhanced. The panel heard that Haringey Council is to recruit a permanent Teenage Pregnancy Strategy Coordinator to be based within The Children's Service to ensure that all partner agencies are fully engaged achieving the local and national targets. Projects to

promote good sexual health for young people and support teenage parents will be embedded in mainstream services by March 2006 to free up the capacity of the coordinator for strategic work, and to ensure that they are effectively targeted.

- 5.13. In December 2004 the respective Teenage Pregnancy Partnership Board agreed a proposal to have separate co-ordination arrangements for Haringey and Enfield.
- 5.14. An individual coordinator for each borough enables more focused work, targeting areas and groups with high rates of conception and facilitates the development of stronger inter-agency collaboration. The review panel believes that the Teenage Pregnancy Coordinator in Haringey needs to be recruited at a sufficiently senior level to ensure the co-ordinator is included in senior leadership activities.

Haringey Teaching Primary Care Trust

- 5.15. Haringey Teaching Primary Care Trust is a key agency in the delivery of services for the prevention of pregnancy and the support of teenage parents, including the provision of sexual health services and family planning clinics.
- 5.16. Their mission is to ensure that the young people of Enfield and Haringey have the knowledge, skills and confidence to make informed choices about their sexual and reproductive health and that appropriate and effective support services are available to each new generation. This includes support for young people who become parents at an early age.
- 5.17. Implementation of the local Teenage Pregnancy and Parenthood Strategy and progress towards targets for 2010 is now firmly embedded in the Local Delivery Plan, Corporate Objectives and Sexual Health Strategy of Haringey Teaching Primary Care Trust.
- 5.18. The review panel has heard that the PCT, like many other NHS Trusts, is facing considerable budget pressures and is having to make substantial savings. It is imperative however that this is not allowed to compromise the delivery of the Teenage Pregnancy Strategy and that the discrete needs of teenagers are fully taken into account in future service provision.

The Youth Service

- 5.19. The Youth Service at Haringey Council provides a range of services for young people in Haringey, including a range of youth projects and youth clubs. It works with a variety of community agencies, including schools and the 4YP service. The purpose of the Youth Service is to enable young people to develop their knowledge, skills and values to widen their experiences and understanding and to realise their aspirations through fun and safe learning opportunities. The Youth Service works with 11-25

year olds, specifically targeting 13-19 year olds. It aims to provide:

- opportunities for social, political and personal development
- opportunities to engage in governance, citizenship and decision making
- opportunities for educational attainment, accreditation and achievement
- a diverse range of creative and challenging developmental experiences

5.20. During the review, the panel heard from Dibs Patel, the Head of the Youth Service, working within the Children's Service at Haringey Council. The current and future possible roles of the Youth Service in delivering preventative strategies was discussed. The possibility of delivering aspects of sex and relationships support and having access free condoms for distribution to teenagers was considered, as it was noted that young men tend to prefer not to access condoms in clinical settings and the Youth Service may provide a vehicle for effective distribution. This could be facilitated through training and joint working between the Youth Service and 4YP.

Recommendation – Sex and Relationships Education

The review panel recommends that work on Sex and Relationships Education be strengthened in the community, including engagement through the Youth Service and other community groups. The panel would like to see closer collaborative working between the Youth Service and 4YP services, including connections.

The 4YP Service

5.21. The 4YP Service is a sexual health initiative providing young people friendly, confidential sexual health services for young people. It is targeted at young people in Enfield and Haringey aged between 11 and 18 who need guidance, advice or simply someone to talk to about sex and relationship issues and provides a range of programmes including the 4YP bus, 4YP clinics and 4YP Drop-In sessions.

5.22. The 4YP project has now been mainstreamed into the sexual health service at Haringey TPCT, which will serve to strengthen and sustain it. In order to safeguard resources for delivering this service, service level agreements for 2006/07 are to be drawn up and managed by the two borough co-ordinators on behalf of the commissioning local authorities.

Stepping Up

5.23. Stepping Up is a support service for young parents in Haringey, aimed at 16-19 year olds. The project is collaboratively funded through Neighbourhood Renewal Funding (NRF), the Haringey PCT, Connexions and Sure Start.

- 5.24. Stepping Up offers the following services to teenage parents:
- a one-stop-shop for advice on education, training, employment, housing and welfare benefits;
 - advocacy for teenage parents in supporting their health and welfare needs;
 - a weekly teenage parents support group with a programme of planned activities and contributions from in-house and external professionals, (e.g. play-workers, Health Visitors, EET advisers, midwives);
 - one-to-one support;
 - appropriate referral to other support services.
- 5.25. Sure Start and Connexions are key partners in the delivery of the Stepping Up project and provide support staff. The panel heard that the Haringey Partnership Board in March 2005 discussed future mainstreaming of the Stepping Up project. As yet the future funding and positioning of this project has not been decided. The project is part funded from the Neighbourhood Renewal Fund, which is likely to continue only until March 2006.
- 5.26. The Stepping Up evaluation found that there were good working relationships between Stepping Up and other partner agencies. It also found however that further integration with voluntary sector was needed. The evaluation found that the referral mechanisms from Stepping Up to partner agencies needs improved procedures, for example, definition as to the appropriate use of blanket referrals and referrals based upon individual need.
- 5.27. The evaluation found that Stepping Up provides effective support to those teenage mothers in contact with the project. It provides peer support and a convenient and accessible site for advice for welfare services.
- 5.28. The Stepping Up evaluation identified some key development priorities for the Stepping Up project. These include:
- The development of information sharing across the sector to facilitate the creation of a definitive local database of teenage parents
 - The development of a local strategy for targeting those young parents not in contact with services
 - A peer support group mechanism needs to be further developed to promote access to a broader spectrum of teenage parents in Haringey.
 - The need to influence Children's Centre development to ensure that there is appropriate provision for teenage parents.
 - Developing dedicated childcare provision for teenage parents in Haringey (in colleges that they attend)

Parents

5.29. Parents and carers of teenagers have an important role in providing teenagers with an appropriate understanding of “the facts of life” and providing a supportive role as teenagers learn about the world of sex and relationships. The review panel believes that more work needs to be done to make sure that parents are seen as key partners in the delivery of prevention and support strategies for teenagers and to engage with parents in the development and delivery of the strategy. Every effort should be made to involve parents in understanding, participating and sharing responsibility for sex and relationships education for their children.

5.30. Parents also have a very important role in providing psychological and practical support for young parents and providing this in an appropriate way, respecting the role of teenagers as parents, whilst providing the support necessary for them to be more successful parents

Sharing Information

5.31. The review panel heard that there is a need to improve the quality of the information held by the partnership, both to improve the support available to young parents and to inform preventative targeting strategies. It is important that all teenage mothers in Haringey are known to support services for teenagers so that they can be contacted and so that they are given the advice and support they need.

5.32. The Stepping Up evaluation highlighted concerns at the number of teenage parents not in contact with services, as a significant number of teenage parents in the borough are not in contact with partner agencies and are therefore not receiving support. The panel heard that the Supporting Children and Young People Group (SCYPG) has set a target that 50% of 16-19 mothers to be identified and known to the partnership. The review panel believes that the information held by the partnership on teenage parents in the borough needs to be enhanced as a matter of urgency and improve contacts with teenage parents.

5.33. In order to achieve this, the review panel believes that the Teenage Pregnancy Partnership Board needs to make sure that existing protocols for partnership working and information sharing are being carried out by all agencies and are understood throughout the organisation, including relevant front line services. A particular challenge will be working with GPs to make sure that all TP are known. The partnership also needs to finalise agreed data sharing protocols & processes between midwifery, health visitors and teenage parents provision.

5.34. The evaluation also identified some problems with the quality of the data on teenage parents used to inform policy, for example, it found that there are divergent opinions as to the actual number of teenage parents in

Haringey. The review panel heard that the statistics for teenage mothers are currently unreliable because the Department of Health has estimated the figures based on an analysis of data for conceptions and abortions and live births.

Recommendation Nine - Improving Intelligence on Teenage Parents

It is recommended that the Teenage Pregnancy Partnership Board develop a local database of teenage parents

- **Develop information sharing across the sector to facilitate creation of a definitive local database of teenage parents****
- **Target for 90% of teenage parents known to the Connexions Service (currently 45% known to the Connexions Service).**

Mainstreaming

5.35. The local implementation grant for the teenage pregnancy strategy is currently "ring-fenced", until March 2006 (that is that it cannot be transferred to fund other services). Funding of projects through the Neighbourhood Renewal Fund (NRF) are limited until March 2008. Teenage Pregnancy and Parenting projects need to be embedded in mainstream services by March 2006. After ring-fencing of the grant and expiry of NRF funding, projects will also have to be mainstreamed. The review panel believes that it is essential that funding of teenage pregnancy strategies in place are protected until 2010 to ensure that the strategy is not jeopardised. There is also a need to make sure that where mainstreaming takes place that there are the necessary skills and resources in place, for example the press and media aspects of the strategy.

Closer Collaboration

5.36. Effective partnership by the different agencies involved in delivery the Teenage Pregnancy Strategy is the key to effective prevention and support and there is some encouraging evidence that partnership working in Haringey is working. For example, Haringey has the highest rate of contacts with teenage parents in North London, 45% of TP are known to the Connexions service.

Recommendation Ten - Improved Joint Working

The panel recommends that specific measures be introduced for improved joint working between the different agencies involved in delivering the Teenage Pregnancy Action Plan, including:

- **Better linking up between partners/initiatives to target vulnerable groups more effectively**
- **Secure Reintegration Officer funding as result of changes in Standards Fund grants for Vulnerable Children Champion promotes LA and PCT joint working**

Chapter Six: Media and Communications

- 6.1. Media and communications are an important part of the strategy for teenage pregnancy prevention, within the context of the promotion of safer sex and relationships promotion. It is an important way in which to get the right messages across to young people to help them make better informed decisions about sex and relationships, where to go for advice and when they need help.
- 6.2. Young people are constantly bombarded with a confusing array of information and media sending messages on sex and relationships, through pop music, cinema, television and the internet. They also hear about sex and relationships through their peers or through older brothers and sisters. Not all of the information available to them is accurate and not all of it helps them to make properly balanced and informed choices. Many of the images given to young people present the picture of a highly sexualised society but tend to underrate the risks of sexually transmitted diseases, emotional and psychological attachments and relationships. It is against this background that media and communications on safer sex and relationships needs to be developed.
- 6.3. Publicity and communications is an important way in which partners involved in delivering prevention and support can actively engage with young people, taking the messages to them, not just waiting for young people to come looking for advice.
- 6.4. Publicity produced for young people needs to be designed in a way that will be able to speak to them and get the right messages across to them in an effective way. Publicity materials need to have resonance with target groups; they need to be attractive and credible with young people, and yet also clear and informative. It is suggested for example, that they need to highlight the words 'free' and 'confidential' and avoid terms such as 'family planning'. Involving young people in the design and delivery of communications can be a good way to develop and test the publicity being designed and actively engage young people in the project.
- 6.5. The venue for publicity and information is also important; making sure that publicity is able to reach young people where they will be able to access it. It needs to be provided to schools, colleges, community centres, leisure facilities, clubs, cinemas, bars, places where young people meet and to all professionals working with young people. It should also be delivered through alternative media such as the internet and community radio.

Publicity, Information and Advice

- 6.6. Getting the right messages across to young people is an essential component of the prevention strategy. The publicity, information and advice resources available for young people need to be well targeted to

the audiences they are trying to reach and present key messages clearly and attractively in a way that young people will comprehend.

- 6.7. During the review, the panel considered the brochures and information leaflets available to young people in schools, in clinics and on the 4YP Bus. They were particularly impressed with the 4YP material which was produced in consultation with young people.

Recommendation Eleven – Publicity, Information and Advice

It is recommended that Haringey Council and the Haringey Teaching Primary Care Trust carry out a review of the publicity, information and advice on sexual health and contraception provided to young people as part of their requirement to communicate effectively with young people and involve them in a review of service provision and delivery.

- 6.8. The review panel recommends that Haringey Council, HTPCT and a representative group of young people review the publicity, information and advice available to young people to make sure that:
- It remains up to date and relevant to young people
 - There is targeted information to age appropriate groups
 - There is targeted information to at-risk groups
 - It provides clear pointers to other resources and organisations available to young people in Haringey, including the telephone advice line
- 6.9. It is available at all key locations, including schools, libraries, youth clubs, GPs, clinics, and upon request & is available in range of formats and languages.

Recommendation Twelve - Services for Teenage Parents Brochure

The panel recommends that the information on teenage pregnancy sexual health and advice is made available to young people in a range of languages and formats.

- 6.10. Services supporting teenage parents produce information leaflets and brochures but collaboration between the services could be improved. None of the information is available in alternative formats or languages. There are links between Exposure magazine which is aimed at young people aged 13-19 in Haringey and the young people's services for sexual health, contraception and parenthood but this magazine is not available in every secondary school and is not distributed or accessible to the full age range in every secondary setting, it is reported because of 'fears' of the subject matter.
- 6.11. There are web sites for young people run by Exposure, the PCT (4YP web site), Healthy Schools and the Council. This requires a young person or an associated adult to access several sites to gather the complete range of information on contraception, sexual health, pregnancy and so on.

Exposure magazine

- 6.12. Exposure is a Haringey based charity that enables children and young people from all backgrounds to participate in media. Exposure publishes a free youth magazine and undertakes other publishing, video production, advertising, design and internet activities.
- 6.13. Supported by Haringey Council, the Department for Education and Skills and Haringey Children's Fund, Exposure generates income through fundraising and through the provision of professional and ethical media-related trading services. It has won national recognition for its innovative work.

4YP Media

- 6.14. The 4YP service produces a range of publicity material specifically aimed at young people, all using 4YPs distinctive style and the 4YP logo, which has become highly recognised by young people throughout Enfield and Haringey. 4YP publicity material includes a range of leaflets and flyers, posters, window signage and logos to be adapted for use by partner agencies. The 4YP internet site also provides an impressive attractive and interactive resource that is attractive and used by young people.
- 6.15. During the review 4YP publicity material aimed at young people was distributed and considered by the panel, it was noted that this is in the process of being updated. The panel also noted that there is some 4YP promotional publicity aimed at young people on some community radio stations.
- 6.16. 4YP also provides a free telephone number for young people to call: **0800 16 13 715** to find out where the bus will be. Callers can also leave a recorded message for an educator to respond to them, should they need help or advice. The 4YP website www.4yp.co.uk has approximately 1500 hits a month.
- 6.17. The panel are very impressed by much of the 4YP publicity material, which mirrors the approach frank and young approach taken by 4YP in the delivery of its services. The panel were also impressed by the way in which the 4YP logo is used by partner agencies, specifically chemist shops. Any pharmacy displaying the logo is a young person friendly place where contraception and contraception advice is available, helping to break down the feeling of intimidation many young people feel in buying contraception.

Appendix X

Scrutiny Review Witnesses

Rachel Ambler – Midwife, The Whittington Hospital

Leo Atkins - Teenage Pregnancy Strategy Co-ordinator

David Barnard – Enfield Connexions Manager

Sonia Blake – Community Midwife NMU Hospital

Martin Bradford – Research Consultant (Teenage Pregnancy) – Stepping Up Evaluation.

Dr Elphis Christopher – Lead Clinician, Haringey Family Planning Service, Haringey Teaching Primary Care Trust

Ann Marie Connolly - Director of Public Health Haringey Teaching Primary Care Trust

Michelle Daniels – Assistant Director of Health Development, Haringey Teaching Primary Care Trust

Hilda Djaba - Enfield Connexions Manager

Jan Doust - Head of Access and Pupil Support

Donna Martin – Project Manager for Teenage Parents - Stepping Up programme

Cllr George Meehan - The Executive Member for Children and Young People

Natalie Misaljevich - Education & Training Officer – Education for Choice

Tom Morris - – Sure Start (Acting) Deputy Programme Manager

Kim Morgan, Haringey Family Planning Service, Haringey Teaching Primary Care Trust

Dibs Patel – Head of the Youth Service

Andrew Powles - Teenage Pregnancy Strategy Co-ordinator

Telsa Walker - 4YP Service

Other witnesses:

Staff from the 4YP Bus

Teenagers from the 4YP Bus

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Capital Carry Forward Proposals – 2005/06

Appendix C

Children's Services

Scheme	Source of Funding	Carry forward £'000
Early Years Projects 2005/06		
E178 Early Years Children Centres Projects		955
Modernisation Projects 2005/06		
New pupil Places Expansion		
E170 Crouch End TUC Lease Purchase	SCE	39
E170 Rokesly Inf & Jnr Ph 1&11	SCE	127
E170 Rokesly Ph 111	SCE	(292)
E170 Tetherdown Primary Exp.	SCE	828
E170 New Pupil Places Commitments	SCE	67
E170 Coldfall Primary Expansion	SCE	(659)
E170 Coleridge Expansion TUC	SCE	53
Sub - Total		163
Other Modernisation Projects		
E122 Chestnuts Primary Amalgamations	SCE	(161)
E122 Amalgamations	SCE	(9)
E122 Lancasterian Primary Amalgamations	SCE	73
E110 PFI Costs	SCE	(20)
E114 Repairs & Maintenance	SCE	(151)
E162 Planned M & E Replacement – deductible from 2006/07 budget	SCE	(85)
E163 AMP Support deductible from 06/07 modernisation budget	SCE	(82)
E164 AMP Priorities deductible from 06/07 modernisation budget	SCE	(56)
E166 Campsbourne Primary Phase 111	SCE	(157)
E166 Modernisation Primary Deductible from 2006/07 budget	SCE	(409)
E167 Catering in Schools – Replacement of Equipments – Overspend deductible from 2006/07 budget	SCE	(39)
E129 Procurement & Technical Support	SCE	(236)
E168 Access Initiative – Overspend deductible from 2006/07 budget	SCE	(5)
Sub - Total		(1,337)
Total for Modernisation		(1,174)

Capital Carry Forward Proposals – 2005/06

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External/ Grant Funding		
E148 TCF ILC: Secondary	TCF(SCE)	41
E171 TCF ILC Primary	TCF(SCE)	2
E175 Bruce Grove Youth Centre NRF	NRF/ Rev Contr	(461)
E175 St Thomas Moore NRF	NRF	89
E108 St Thomas Moore Secondary Lottery Project Able to carry forward	BLF	214
E108 Gladesmore Project delayed due to site problem	BLF	491
E108 NOF PE & Sports unallocated spend able to be carried forward.	NOF	(47)
E139 TCF	TCF(SCE)	8
Total for External/ Grant Funding		337
Devolved Capital & ICT		
E144 E Learning Credits is allowed to be spent in school calendar year ie August 06 deadline	Standards Fund	52
E123 City Learning Centres	Standard Fund	150
E179 Fortismere Performing Arts	Capital Receipt	212
Total for Devolved & ICT		414
BSF & Sixth Form Centre		
E183 Sixth Form Construction	DfES	6,201
Building Schools for the Future – Overspend deductible from 2006/07 budget	DfES	(554)
Total for BSF & Sixth Form Centre		5,647
Total for Children's Services		6,179

Capital Carry Forward Proposals – 2005/06

Appendix C

Housing Services

Scheme	Source of Funding	Carry forward request £'000
<p>1. The result of this financing of expenditure is that the £1m contribution from HRA revenue has not been used in 2005/06. Therefore the total of unused resources would be £1,144k, which compares with the £1,104k stated in the P12 interim report.</p> <p>2. This is principally due to:</p> <ul style="list-style-type: none"> - Decent Homes procurement slippage of £614k - NDC funded estate improvements in 2005/06 of £520k, require HRA resources to be carried forward to 2006/07 - Savings on BHEIP schemes of £184k due to unused contingencies - Slippage on BHEIP schemes of £290k - Slippage on Internal Modernisation schemes of £217k - Slippage on District Heating schemes of £123k - Slippage on Structural Works schemes of £206k - All slippage to be incurred in April and May to complete contractually committed schemes. - Other minor variances totalling £88k <p>Offset by:</p> <ul style="list-style-type: none"> - Overspend of £355k on Rewiring and of £468k on Planned Maintenance schemes due to accelerated progress through schemes - Overspend of £275k (net of the additional fund of £144k) on Aids and Adaptations to clear backlog and meet demand 		1,144

Capital Carry Forward Proposals – 2005/06

Appendix C

Social Services

Scheme	Source of Funding	Carry forward request £'000
Learning Disabilities - To fund final payments on the refurbishment of the two residential homes for clients with Learning Disabilities	Capital Funding	36
Birkbeck Road – work now completed. Funding required for final scheme payments	Adults SCE (R)	12
Mental Health SCE Roll forward required to fund completion of a number of different projects. These include work on the Clarendon Centre's kitchen, the cabling and installation of IT systems at Alexandra Road and Canning Crescent and work to improve information systems in mental health	Mental Health SCE	23
OPS Residential Strategy The work at Osborne Grove is scheduled to start in 2006/07. The roll forward is to fund both the work scheduled in 2006/07 on Osborne and the remainder of the works on the Red House, Broadwater Lodge and Cranwood that are all scheduled for completion in 2006/07.	Capital Funding	1,580
Total for Social Services		1,651

Capital Carry Forward Proposals – 2005/06

Appendix C

Environment

Scheme	Source of Funding	Carry forward Request £'000
V01001 – Finsbury Park HLF Slippage due to lease issue on café, completion of café has been delayed until the new financial year.	HLF/LBH(CR)	405
V01003 – Parks First Impression Delays in procurement process, priority given to Better Haringey schemes, will be completed in new financial year	Revenue Contribution	847
V01004 – Lordship Recreation Ground Delays in procurement process, will be completed in new financial year	Capital Receipts	263
V01005 – Leisure Centre IT Delays in opening of Park Road has led to delay in installing IT equipment, will be completed in new financial year	Capital Receipts	54
V01007 – WHL Barclays/FF Spend has come in below budget, negotiations are taking place with Barclays to utilise funding on new scheme in new financial year	Barclays	94
V02008 – Parking Plan Scheme has been delayed.	Spurs	62
V02014 – Vehicle Pound The scheme is delayed due to Tech Refresh	Capital Receipts	46
V02021 – Archway Road Bridge Delay in scheme. E-mail confirmation from TFL to carry forward funding into 2006/7.	TFL	27
V02030 – CCTV Control Room Delay in procurement process has led to delay in completion, will be completed in new financial year	Capital receipts	738
V02033 – Parking – CCTV control room eq The scheme is delayed due to Tech Refresh	Capital Receipts	7
V02037 – Recycling Renewal Delay in procurement process of match funding CRED BID has led in delay, will be completed in new financial year	Capital Receipts	70
V02032 – Section 278		

Capital Carry Forward Proposals – 2005/06

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<p>Delay in road works due to utilities activities in the area, will be completed in new financial year</p> <p>V02034 – Parking CIVICA system for Co There was a delay in approving the initial business case and as a result, the project was delayed.</p>	<p>Section 278</p> <p>Capital Receipts</p>	<p>104</p> <p>27</p>
<p>V02041 – TFL Contracts Delay in scheme. E-mail confirmation from TFL to carry forward into 2006/7.</p> <p>V02042 – Section 106 Works are subject to further discussions with other parties, will be completed in new financial year</p> <p>V03005 – BC Mobile working MBM upgrade did not go ahead in 05/06. Contribution to MBM upgrade will be undertaken in 06/07.</p> <p>V03006 – UDP Delays in the consultation/inquiry/deposit process due to additional information requirements from inspectors will be completed in new financial year.</p>	<p>TFL</p> <p>Section 106</p> <p>Capital receipts</p> <p>Capital receipts</p>	<p>198</p> <p>109</p> <p>22</p> <p>58</p>
<p>Total for Environment</p>		<p>3,131</p>

Capital Carry Forward Proposals – 2005/06

Appendix C

Finance

Scheme	Source of Funding	Carry forward request £'000
Property Services: Council Buildings - DDA Works & Disabled Access Works - Following tendering delays, the works are now underway and there is an ongoing contractual commitment	Receipts	290
48 Station Road Roof - Retention and outstanding fees on the 48 Station Road Lift contract still outstanding and will be in the new year	Accommodation Sinking Fund	54
Reception Works - Delays because of the need to retender have left this project unstarted. Other than fees there is no commitment as yet	Receipts	338
Tottenham Town Hall Electrics With Homes & Buildings to programme the works - no spend commitment other than fees however there is a statutory Health & Safety requirement to undertake these works if we wish to continue using the building	Accommodation Sinking Fund	55
Dilapidations Dilapidation claims still outstanding on 72 Lawrence Road and 2/6 Middle Lane	Accommodation Sinking Fund	1,003
River Park House - Ongoing project - most of the carry forward relates to retention and fees for works completed.	Accommodation Sinking Fund	66
Alexandra House Refurbishment - Small amount of outstanding fees awaiting invoicing in new year	Accommodation Sinking Fund	9
Alexandra Palace- project due to complete summer of 2006/07 when Harginey will be asked for the agreed, committed contribution	Receipts	762
Total for Finance		2,577

Capital Carry Forward Proposals – 2005/06

Appendix C

Chief Executive Services - Access

Scheme	Source of Funding	Carry forward request £'000
Customer Services Workforce management system - procurement delayed as flagged during the later part of year. Key project to support service development.	Receipts	70
Neighbourhood Management		
Stoneleigh Road - Planning stage delayed. Construction work will now commence in quarter 2, 2006/07.	Receipts	47
TGEC Delay in completing LDA contract. This is now in place and the project will complete in 2006/07.	LDA ERDF TGET	20 38 20
Bruce Grove Centre Planning approval received and Housing Corporation allocation confirmed for Windsor Parade. Legal agreements in preparation.	ERDF	14
Park Lane - Project complete. Private match requested to be used for retention fees for the project.	Private	5
Seven Sisters Issues with tendering and consultants have now been overcome and the project is now set to be completed.	ERDF Private	78 4
Fore Street - The project now has planning consent and will be completed in 2006/07	ERDF LB Enfield	12 42
HERS Schemes Architects' contract in place and design work continues well as part of consolidated approach. Planning application due to be made in April. Remaining individual projects progressing well on site with payments being defrayed.	HERS 1 HERS 2 HERS 3 Hornsey High Street	12 92 32 12
Bruce Grove Improvement Scheme Project will now be completed after delays due to external fund agency approval delays	THI Receipts	50 40
Rangemoor Road Delay in completing LDA contract. This is now in place.	ERDF	11
Total for CES - Access		599

TOTAL CAPITAL CARRY FORWARD

15,281

Revenue Carry Forward Proposals – 2005/06

Appendix B

Children's Services

Budget / Description and Reason for Carry Forward	Carry forward £'000
Standards Fund. Match funding for activities planned for the summer term.	114
Total Carry Forward Request – Children's Services	114

Revenue Carry Forward Proposals – 2005/06

Appendix B

Housing

Budget/ Description and Reason for Carry Forward	Carry forward £'000
Funding for improvements to Housing Services in preparation for the Housing Inspection.	400
Total Carry Forward Request – Housing Strategy	400

Budget / Description and Reason for Carry Forward	Carry forward £'000
<u>The Housing General Fund – Non ring fenced</u> <i>Overall the HGF(non ring fenced) is forecasting to under spend by £55k</i>	
<u>1) Customer Services Centre £55k</u> The Division requests that £55k be carried forward to pay for the essential works that will be carried out in 2006-07 to the Apex House Customer Services Centre.	55
Total Carry Forward Request – Housing General Fund	55

Revenue Carry Forward Proposals – 2005/06

Appendix B

Social Services

Budget / Description and Reason for Carry Forward	Carry forward £'000
Adults – Learning Disabilities Learning Disabilities Partnership overspend roll forward under the conditions of the agreement	(331)
Total Carry Forward Request – Social Services	(331)

Revenue Carry Forward Proposals – 2005/06

Appendix B

Environment

Budget / Description and Reason for Carry Forward	Carry forward Request £'000
<p>V012 50010 – Parks Service Revenue contribution Capital Project V10003 'Parks First Impression' is part funded by Revenue contribution. The capital project has slipped due to delays in procurement process therefore the associated revenue contribution will also be delayed until the new financial year.</p>	847
Total Carry Forward Request – Environment	847

Revenue Carry Forward Proposals – 2005/06

Appendix B

Chief Executive's Service – Strategy

Budget / Description and Reason for Carry Forward	Carry forward £'000
Request to carry forward £30,000 of supporting people grant funds, for delivering already agreed development work with Voluntary Sector groups. Grant funding agreed and paid to Strategy in 2005/06 but due to recruitment delays the projects didn't start. Funds will be spent as per the SLA/contract in 2006/7.	30
Request to carry forward £20,000 of LEGI grant funding from ODPM for LEGI preparatory work to submit proposal to 2nd round sept 2006	20
Total Carry Forward Request – Chief Executive's Service – Strategy	50

Chief Executive's Service – Organisational Development

Budget / Description and Reason for Carry Forward	Carry forward £'000
Member Services -£15K carryover is requested to cover the projected additional costs of re-producing and printing the council constitution and high printing activity in the first months of the new administration.	15
OD&L - Delay to the start of Phase II of the Leadership Programme (Nov rather than July) and new Chief Exec's request to redesign the programme means that we need to carry forward £91k to 06/07. Part of this carry forward will be spent on redesign; training OD and L staff to take over 50% of the programme delivery; and to pay for the new and additional workshop day(s) on project management / team leadership etc that will form part of the programme. Without this funding we will be unable to deliver the programme in either its existing or its proposed new form.	91
OD&L -Recruitment difficulties and time taken to appoint to children's post within OD and L mean that there was a slippage in the commissioning and delivery of the Children's Land D programmes. As previously requested we would like to carry forward £50k to fund training support the introduction of the Common Assessment Framework – an essential requirement for the successful set up Children's Centres.	50
OD&L -We have been unable to set up e-learning centre and push forward with e-learning strategy because of freezes to business cases during the period of Tech Refresh. As previously requested we would like to carry forward £40k to fund the 'Working Well in a Political Environment' strategy/programme which is currently unfunded.	40
Personnel – development costs associated with the Single Status/ Equal Pay project	105
Total Carry Forward Request – Chief Executive's Service – OD	301

Revenue Carry Forward Proposals – 2005/06

Appendix B

Chief Executive's Service - Legal

Budget / Description and Reason for Carry Forward	Carry forward £'000
Corporate Legal Services - The balance for the case management system will need to be paid for in June/July 2006 (cost £70K approx incl yr1 maintenance) and a carry forward is required to fund this	70
Corporate Legal Services - carried forward to fund the procurement of an integrated voice recognition/digital dictation system during the second half of 06/07 (This is an objective in the 06/07 Business Plan)	17
Births Marriages & Deaths - £15K to be carried forward for the purchase of air conditioning units for offices occupied by BDM - Service users have complained about uncomfortable conditions during ceremonies taking place in summer months	15
Total Carry Forward Request – Chief Executives Service - Legal	102

Revenue Carry Forward Proposals – 2005/06

Appendix B

Chief Executive Services – Access

Budget / Description and Reason for Carry Forward	Carry forward £'000
Neighbourhoods –	
Broadwater Farm IT – to complete IT installation as begun in 2005/06	17
Stoneleigh Road To make up for low site value which has led to reduced ERDF match. To cover extra ground running costs and legal fees to remove squatters.	50
Shop Fronts - Park Lane To complete the project and provide match for ERDF/UCCG and meet outputs. Will improve Park Lane shopping parade and complete project.	30
Hanging Baskets/ Christmas lights Sustain improvement through 2006-07 and meet local expectations.	19
Making The Difference/Area Assemblies Funding for the completion of outstanding projects which have all been agreed and committed - £75k for projects completed just after the end of March 2006.	153
Total Carry Forward Request – Chief Executives Service - Access	269

Revenue - Service outturn 2005/06 - explanation of variances

Children's Services

Schools	Variation £000's + / (-)
<p>Individual Schools Budgets</p> <p>The school balances are currently provisional. Work is almost complete on consolidating school accounts onto SAP.</p> <p>The balances position for schools, which was £9.6 million at the beginning of this financial year, are estimated to reduce by £3.8 million to £5.8 million by 31 March 2006.</p> <p>A reduction in school balances had previously been predicted for this year. The outturn report for 2004/05 noted that,</p> <p style="padding-left: 40px;">‘Transitional Support Grant of £1.637 million (<i>down from £3.274 million in 2004/05</i>) will be available in 2005/06, but it is expected that with the introduction of Planning, Preparation and Assessment (PPA) time in primary schools and a much tighter financial settlement for schools in 2005/06, substantial inroads will be made into schools’ accumulated surpluses.’</p> <p>In addition, school capital balances stand at an estimated £2.1 million, compared with £2.5 million at the end of 2004/05.</p>	3,800
Total for Children – Schools (provisional)	3,800

Revenue - Service outturn 2005/06 - explanation of variances

School Standards and Inclusion	Variation £000's + / (-)
<p><u>Primary School Standards</u></p> <p>The foundation stage training budget was underspent by £11,000 as part of the expenditure was funded by Standards Fund Grant. Additional BIP income of £37,600 was received for a post that was planned to be core funded. 2 part year vacancies resulted in a saving of £56,400.</p>	(105)
<p><u>Secondary School Standards</u></p> <p>At budget setting it was anticipated that the NEXUS Director post in the Excellence in cities team was to be deleted. However the post continued due to the implications of redundancy costs. Funding for 0.4 of the post was agreed by Gladesmore School from September 2005, but this still resulted in a net overspend of £40,000 for the Business Unit. A reduction from the plan in the Standards Fund grant income of £30,000 created a further shortfall in the Excellence in Cities team budget. However salary savings of £135,000 were achieved due to 2 vacant posts resulting in a net saving of £65,000 in the service.</p>	(65)
<p><u>Ethnic Minority Achievement</u></p> <p>Casual Staff salary payments less than anticipated due to reduction in the number of users.</p>	(15)

Revenue - Service outturn 2005/06 - explanation of variances

School Standards and Inclusion	Variation £000's + / (-)
<p><u>Governors</u></p> <p>£24,000 salary saving due to vacant governor clerking post. Over achievement of SLA income from schools of £30,000.</p>	(54)
<p><u>Access & Pupil Support</u></p> <p>The Independent Day and Residential Placement Budget is overspent by £337,000 based on the analysis of pupil numbers and costs to date. A dispute in funding in respect of 3 placements amounting to a further overspend of £135,000, was offset by a provision set aside last year for disputed payments by the health authority, which was not required.</p> <p>The final figures received for Recoupment in previous years indicate that we over provided for creditors and debtors. This has resulted in a net saving of £72,000 which has been brought back into revenue in 2005/06.</p> <p>There were pressures in the Tuition Service budget due to an increase in the number of pupils. The College of North East London was contracted to provide extra hours of education at an additional cost of £30,000. There was also an overspend of £68,000 in staffing costs at the Tuition Service due to the increased number of pupils.</p> <p>Additional funding of £17,000 identified for the SEN / AEN schools formula funding review (brought forward as a reserve form 2004/5) was not required in this financial year. This was, however, absorbed by additional SEN equipment costs.</p> <p>The SEN transport budget was overspent by £70,000, largely due to a higher than anticipated increase in contract rates, additional costs of coach escorts, and 12-13 new routes since September 2005. The overspend has been partly offset by some savings in overheads.</p> <p>The Speech and Language budget was overspent by £113,000. The charge for Speech and Language Therapy (SALT) from the Health Authority was £61,000 higher than anticipated. A shortfall of £52,000 in the income target was due to a dispute of £22,000 in the recharge to Mulberry School and a disputed invoice of £30,000 by the London Borough of Enfield for SALT provided for Enfield pupils in Haringey mainstream schools.</p> <p>The LOVAAS Home Intervention Programme budget was underspent by £109,000 due to less than anticipated demand.</p> <p>The work planned to develop autism support in Secondary schools was delayed to achieve a saving of £60,000.</p> <p>Part year salary savings of £78,000 was due to vacancies in the service.</p> <p><u>Standards Fund</u></p> <p>Standards Fund grants can be used over four terms. The underspend of £114k relates to the match funding for a variety of activities scheduled to be carried forward to the summer term.</p>	299
Total for School Standards & Inclusion	(54)

Children's Services

Revenue - Service outturn 2005/06 - explanation of variances

Business Support & Development	Variation £000's + / (-)
<u>Admissions</u> The underspend is due to one vacant post, offset by some agency staff payments.	(11)
<u>BSD Management</u> The Better Haringey budget was underspent by £64,000 due to an unforeseen delay in implementing planned projects. The recruitment advertising budget was underspent by £34,000. Savings were also made in the SAP licences budget of £30,000 and salaries of £8,000. These savings were offset by an increase in the cost of customer services of £20,000.	(116)
<u>ICT</u> –The underspend is on the salary budget and increased income achieved from technical support to schools.	(20)
<u>Administration</u> Funds were carried forward from 2004/5 to carry out essential drainage work and for the resurfacing of the PDC car park. This was underspent by £43,000 due to the change of plans resulting from the Crowland school fire. In addition unbudgeted income from Moselle school of £22,000 was received for the use of part of the premises. These savings were offset by a £16,000 overspend in the Directorate support salary budget.	(49)
<u>Personnel</u> There was an underspend of £71,000 in the School Personnel and Payroll Service due to some salary savings and additional SLA income. £67,000 of staff compensation payments was committed in 2005/06. In line with the policy for charging Services with these lump sum costs, the Children's Service was required to pay only one third of the total each year for three years. This against a budget of £93,000 in 2005/06, resulted in an underspend of £71,000 . A saving of £26,000 was identified in the union duties budget due to an accrual in the previous financial year that was not required. The PRC budgets were overspent by £9,000 .	(159)
Revenue funding towards capital - BSF	374
Total for Business Support & Development	19

Children's Services

Revenue - Service outturn 2005/06 - explanation of variances

Community and Resources	Variation £000's + / (-)
<u>Parental Outreach/Regeneration</u> – The service was underspent by £43,000 , made up of part year salary savings of £28,000 and additional NDC funding of £14,000 being secured for 0.5 of the regeneration officer post for which core funding had previously been identified. The Voluntary grant awarded to Haringey Shed was less than budget by £20,000 based on the needs of the project.	(63)
<u>Property & Contracts</u> Additional SLA income received from schools resulted in a saving of £16,000 .	(16)
<u>Early Years & Play</u> The underspend of £24,000 is due to savings in the budget for payments in respect of Nursery Education to Private and Voluntary Organisations.	(24)
<u>Finance</u> Staffing costs in the school funding team previously identified to be core funded was partially met from the Transitional Support Grant resulting in a saving on this budget of £28,000 .	(28)
<u>Transport</u> A saving of £60,000 in the transport budget is due to less than anticipated charges by Accord and salary savings resulting from stringent monitoring of unauthorised absences. Recharges to clients for the full year were done on an estimated basis in December. No adjustments were made to clients, hence the savings remain in the transport budget.	(60)
<u>Catering</u> The school meal uptake dropped since the introduction of the healthy eating menu. The meal numbers increased marginally in January, but high levels of sickness absence in schools has had an impact on meal numbers and staffing costs. In addition the new menu was more labour intensive, thereby contributing to this overspend.	80
Total for Community and Resources	(111)

Revenue - Service outturn 2005/06 - explanation of variances

Children's Services

Delivery & Performance	Variation £000's + / (-)
The service was underspent by £7k at the year-end. This primarily relates to the development of an Interactive Service Directory which was only partly completed in 2005/06. This underspend, however, is being requested for carry forward to 2006/07 in order to complete the work.	(7)
Total for Delivery & Performance	(7)

Children's Services

Children & Families	Variation £000's + / (-)
<u>Children & Families (East)</u>	
Overall salary under spend of £114k was due to recruitment difficulties, as such it was planned to offset Bed & Breakfast expenditure.	(114)
3rd Party Payments of £119k overspent reflects the B&B costs incurred for the homeless /asylum clients pending Home Office decisions throughout 2005/06.	119
Client expenditure on LA Children and Section 17 Transfer Payments were responsible for the majority of remaining variances of £81.7 over.	82
<u>Total Children & Families (East)</u>	87
<u>Children & Families (West)</u>	
The overspend in employees, £95.6k, was primarily as a result of covering Long Term sickness / absence of 2FTE staff for majority of financial year.	96
While client expenditure on LAC and Section 17 Transfer Payments were the main compensating underspends in expenditure totalling £56.7k.	(57)
Sundry net variances account for the remainder of the overall variance.	18
Total for C&F (West)	57
<u>Family Support</u>	
As previously reported the Travellers Team loss of income is the major pressure during the year of £57.4k, combined with the YCAT supporting people grant which has not increased.	57
This has been mitigated by control of costs in Salaries, Supplies and Services, premises and Third party payments across most of the rest of the cost centres in this area of £29k overall.	(29)
The team is shown as underspent as for technical reasons the Supporting People allocation was posted to this team in error, otherwise it would show an overspend of £28k (£57k - £29k above).	(65)
Total for Family Support	(37)

Revenue - Service outturn 2005/06 - explanation of variances

Children & Families	Variation £000's + / (-)
<u>Looked After Children</u>	
A management contingency was held in LAC to help resolve the anticipated pressures in Children's Placements. Also recruitment difficulties and agreed reduced hrs with this contingency contributed to an underspend of £337.9k.	(338)
Due to management changes and resultant project delays in the first half of 2005/06 supplies and service expenditure was less than planned.	(54)
The lead times in implementing the strategy to move more children into this area and the cheaper placements and where applicable adoption meant that this area underspent on its placements budgets by £267k, mitigating the overspends elsewhere.	(267)
Inter agency fees were higher than expected at £117k	(117)
Other sundry variations within £50k / (£50k)	(67)
Total for Looked After Children	(843)
<u>Leaving Care Team</u>	
Third party payments. The placements budgets not grossed up and variations in the planned pressures in this area. High need clients were a particular problem.	713
Placements budgets not grossed up means joint funding and other income was not in the budgets, hence this income variance of £313k	(313)
Unbudgeted Income relating to non-commissioning areas	(150)
Other sundry variations within £50k / (£50k)	29
Total for Leaving Care Team	279
<u>Child Protection & Planning</u>	
The management control of Supplies and Services of £70k underspend is substantially netting off against overspends in salaries £63k due to issues around the original budget. Part of the underspend on Supplies and Services is due to the investigations budget not being called upon. This budget has to be kept open throughout the year in case investigations are required.	(7)
Other sundry variations within £50k / (£50k)	33
Total for Child Protection & Planning	26
<u>Management Finance & Support</u>	
The overspend is principally due to the continuing high volume of legal work being required. The final legal spend was £230k over budget. A £30k provision has been created for the next year to allow for disputed items, offsetting this is the £30k refund for over absorption of costs during the year. However this is considerably lower than the overall 2004-5 figures and further work is ongoing that may help to continue this year on year decline in spending	231
Variance on staffing due to specific issues arising during the year.	102
Offsetting these adverse variances was £49k of various savings net of minor overspends.	(49)

Revenue - Service outturn 2005/06 - explanation of variances

Children & Families	Variation £000's + / (-)
Total for Management & Finance Support	284
<u>Placements Service</u>	
The non-commissioning underspend relates to underspends in staffing as part of management control action and despite additional costs to support administration of new systems and also third party payments (s17).	(71)
The external placements variance of £257k was due to higher activity during the year when compared to budget and some unit cots being higher than anticipated due to the needs of the clients.	257
Total for Placements Service	186
Children and Families Total	39
Total for the Children's Service (excl. schools)	(114)

Revenue - Service outturn 2005/06 - explanation of variances

Housing Services (General Fund)

Housing Strategy and Needs – Ring Fenced Budgets	Variation £000's + / (-)
<p>Nightly rated accommodation (B&B, Annexes and licensed accommodation)</p> <p>£1.66m saving due to ability to write back bad debt provision not required.</p> <p>£1.65m saving for payments made to hoteliers resulting from the policy to move from nightly rated to PSLs as the preferred form of Temporary Accommodation. High cost properties were targeted specifically to increase the dividends from client moves.</p> <p>£1.62m overspend (less income than budgeted) due to reduction in clients, but must be considered against a £2.65m saving in payments.</p>	(1,685)

Revenue - Service outturn 2005/06 - explanation of variances

Housing Services (General Fund)

Housing Strategy and Needs – Ring Fenced Budgets	Variation £000's + (-)
<p>Private Sector Leased accommodation (PSLs)</p> <p>The number of families housed in PSL accommodation during the year exceeded budgeted numbers.</p> <p>As a consequence of more families being housed in PSL accommodation, the repairs and maintenance costs incurred by the Council exceeded budget by £584k.</p> <p>Due to the increase in client numbers, £2.1m extra rental income was generated. Offset against an increase in lease expenditure of £914k the scheme continues to create significant surpluses.</p> <p>Council Tax on PSL was significantly reduced due more effective void management creating a saving of £170k against budget.</p> <p>In addition, due to the Income Recovery team exceeding budgeted targets for collection the provision for bad debt was able to be reduced by £344k.</p> <p>Registered Social Landlord Partnerships & Miscellaneous</p> <p>£112k saving in client related services £70k overspend in legal costs due to volume of new challenges £56k overspend for the set up costs of Home Connections project £817k overspend in the Housing Association Lease Scheme due to high numbers of void properties.</p>	(1,112)
<p>Total for Housing Strategy and Needs</p> <p>– Ring Fenced Budgets (Homelessness Direct).</p>	767
	(2,030)

Revenue - Service outturn 2005/06 - explanation of variances

Housing Services (General Fund)

Housing Strategy and Needs – Non-Ring Fenced Budgets (Management & Support).	Variation £000's + (-)
S&N Management and Support. Overspend due in part to the reorganisation of the support function, together with the cost of project workers overseeing the transition to a Preventions and Options Service.	121
Rehousing: This overspend is as a consequence of staff suspensions and associated cover arrangements, together with the cost of project managing the redrafting of policy documents	108
Housing Supply. Due to delays in the implementation of the Landlord Accreditation scheme this budget under spent significantly.	(436)
Temporary Accommodation Mgt Under spend due to high planned vacancy factor with resources being channelled into overspending priority areas.	(90)
Homelessness Delays in the implementation of the Preventions and Options project prevented permanent recruitment to key posts resulting in overspends on agency cover. A significant increase in service demand also necessitated unbudgeted growth in staff numbers to cope with demand, with savings being identified in other areas.	209 (52)
Income Recovery Under spend due to vacancies held during the year.	(121)
Finance The underspend is due in part to vacancies held during the year, lower than budgeted costs for agency cover together with unspent contingency items.	(55)
Strategy and Programmes This team was subject to a significant reorganisation during this financial year. Unfilled posts within the Strategy team, the transfer of posts from the Chief Executives service contributed to this underspend	261
Other Services Contingent liability to fund expected legal challenges on employment issues	
Total for Housing Strategy and Needs	
– Non-Ring Fenced Budgets (Management & Support).	(55)
Total for Housing Services – General Fund	(2,085)

Revenue - Service outturn 2005/06 - explanation of variances

Social Services

	Variation £000's + / (-)
Older People's Services	
S013: Assessment and Care Management The overspend relates mainly to agency staff costs to cover vacant posts in the service. Recruitment took place in 2005/06 and it is anticipated that these costs will not be incurred in 2006/07. This expenditure is offset by additional income above budgeted levels	140
S016: Residential Care The Community Care Strategy agreed the closure of three homes (two to be sold and one to be rebuilt) and the refurbishment of the remaining three. The strategy was delayed by both a judicial review of the proposal by residents and a revised decision to sell Cooperscroft as a going concern. The overspend has occurred a loss of income from the void beds (£97k) and the use of agency staff as permanent recruitment to vacant posts has been difficult (£158k).	235
Other Variations Under £50k	(7)
Total: Older People's Services (general fund)	368
Adult Services	(6)
Social Services Management and Support Costs	(48)
Total Social Services General Fund	314
Other budgets outside of the Social Services General Fund:	
S31 Learning Disabilities Pooled budget	
Roll forward of overspends in 2004/05 which have not been contained in 2005/06	96
Unachieved income at Linden House as a result of closure for part of the year while the home was being refurbished.	55
Costs of additional agency staff in Edwards Drive, Mulberry House and Talbot Road	131
Additional legal expenditure incurred	49
Total Learning Disabilities S31 Pooled budget	331
Older People's Services HRA	168

Environment

	Variation £000's + / (-)

Revenue - Service outturn 2005/06 - explanation of variances

	Variation £000's + / (-)
Management and Support	
Other Variations Under £50k	(48)
Total for Director plus Support	(48)
Recreation	
Parks Services – This underspend is in respect of revenue funding for the parks capital investment programme which has slipped and will not be completed in 2005/06. £1m was allocated in July 2005 to the raising standards in parks programme. Working up the schemes to be included in the programme and consultation on these took longer than anticipated, delaying the tendering and spend process. However, all the investment works were committed before March with completion in early part of the new financial year. Carry forward request for both the revenue and capital underspends are included in the appendices.	(842)
Bereavement Services – This overspend has occurred because actual numbers of cremations for the year were below the numbers included in the budget resulting in a shortfall in income. The downturn in cremations was also being reported by other boroughs and seems to reflect lower death rates.	69
Sports and Leisure – The underspend is against repairs and maintenance budgets and arose because some of these works were undertaken as part of the leisure investment programme which included strategic renewals and maintenance.	(59)
Other Variations Under £50k	(14)
Total for Recreation	(846)
Streetscene	
Other Variations Under £50k	39
Total for Streetscene	39
Planning, Env Policy and Performance	
Other Variations Under £50k	7

Revenue - Service outturn 2005/06 - explanation of variances

	Variation £000's + / (-)
Total for Planning, Env Policy and Performance	7
Enforcement	
Planning and Env Response – The underspend is against the salaries budget and was due to problems encountered in recruiting suitable permanent staff. Most of the vacancies were filled with agency staff.	(83)
Enforcement Management & Support – This overspend is for legal recharges which have exceeded the budget due to a higher level of enforcement activity.	87
Other Variations Under £50k	(3)
Total for Enforcement	1
Total for Environment	(847)

Revenue - Service outturn 2005/06 - explanation of variances

Finance

	Variation £000's + / (-)
Benefits & Local Taxation – the additional costs incurred as a result of the fire in Hemel Hempstead which were expected to lead to an overspend in the Business Unit have been absorbed due to higher than expected income from successful recovery of court costs. This has created an overall under spend for the year.	(157)
Corporate Finance The main reason for the variation to budget was a delay in progressing the merger of the cashiers office (in Alexandra House) and the parking shop (at 247 High Road) to operate from one location. A full year saving was budgeted from this merger and the new combined facility did not open until mid-November 2005, thereby delaying achievement of the full year saving. There were also some additional costs in respect of provision of temporary front line staff to assist with queue management.	100
Property Services Commercial Property - considerable shortfall of income in Technopark offset by underspends on expenditure and additional rent income from the rest of the portfolio	(75)
Valuation & Strategy - additional expenditure on the disposal of Hornsey Town Hall.	169
Business Support - Over spend on internal legal fees which could not be recharged	
Accommodation Strategy - Uncommitted strategy budget and an underspend on	93
Corporate Management of Buildings due to slippage in implementation of the project.	(483)
Facilities Management - Additional costs for setting up meeting suite and facilities at River Park House and setup / resourcing the new Helpdesk.	296
Other Variations Under £50k	38
Total for Finance	(19)

Revenue - Service outturn 2005/06 - explanation of variances

Chief Executive's Service

Strategy	Variation £000's + / (-)
Policy & Regeneration - underspend largely caused by holding posts vacant pending re-organisation which is awaiting Chief Executive confirmation. Interim cover is now in place for most posts	(137)
Other Variations Under £50k	
Communications	14
Safer Communities	48
Childrens Bill	3
Total for Strategy	(72)

Revenue - Service outturn 2005/06 - explanation of variances

Chief Executive's Service

Organisational Development	Variation £000's + / (-)
<p>Personnel - Underspend driven largely by vacancies and some small items of expected expenditure on staff redundancy and Health Fair that didn't materialise.</p>	(56)
<p>Organisational Development and Learning Leadership Programme Delay to the start of Phase II of the Leadership Programme (Nov rather than July) and new Chief Exec's request to redesign the programme. Social Services Recruitment difficulties and time taken to appoint to children's post within OD and L mean that there was a slippage in the commissioning and delivery of the Children's Land D programmes Core programme We have been unable to set up e-learning centre and push forward with e-learning strategy because of freezes to business cases during the period of Tech Refresh</p>	(219)
<p>Member Services – £66K under spend on 2005/6 member learning & development budget. 2005/6 was the last year of the previous administration and spend on member learning activity is traditionally low. Also, higher than projected income was received on recharges than was originally projected during period 12 & 13.</p>	(71)
<p>Performance & Improvement - 2 vacancies, recruitment delayed due to re-deployment. Anticipated to be resolved by June 2006.</p>	(91)
<p>Equalities – 2 re-deployments arising from pre-agreed post deletions taking place mid year, reduction in salary payments for the senior administration post due to long term illness, reduction in hours by one post holder to part-time working and a vacancy of a part time post mid year.</p>	(86)
<p>Other Variations Under £50k</p> <p>Electoral Services</p> <p>Asst CE OD</p> <p>Secretariat</p> <p>Improvers</p> <p>Chief Executive</p>	<p>11</p> <p>(44)</p> <p>9</p> <p>14</p> <p>(24)</p>

Revenue - Service outturn 2005/06 - explanation of variances

Organisational Development	Variation £000's + / (-)
Total for Organisational Development	(557)

Revenue - Service outturn 2005/06 - explanation of variances

Chief Executive's Service

Legal	Variation £000's + / (-)
<p>Corporate Legal Services - underspend caused by delays in recruitment and a higher than expected level of external income. Further, costs associated with the purchase and implementation of the new Case Management System, originally expected in 2005/06 will now fall into the new financial year.</p>	(185)
<p>Local Land Charges - As forecast through the year, the budgeted over-achievement of income has not been achieved. For 2006/07 the income target has been reduced.</p>	128
<p>Other Variations Under £50k Births, Deaths & Marriages</p>	(45)
<p>Total for Legal</p>	(102)

Revenue - Service outturn 2005/06 - explanation of variances

Chief Executive Services

Access	Variation £000's + / (-)
<p>Libraries, Archives & Museums - In the context of the withdrawal of NDC funding and the rise in overheads caused by the significant productivity increase achieved by the Business Unit (library visitors have increased by 150% over in last 5 years), the revenue budget was overspent by £118k. The overspend occurred despite increased income generation and active management of the budget. The overspend also includes the unforeseen need to replace the boilers at Bruce Castle Museum, which contributed £24k. to this and was transferred from capital.</p>	118
<p>IT - Net overspend of £121k across core IT budgets. The primary reason is overspend in staffing budgets on the helpdesk due to the need to cover staff sickness and increased call activity. Project budget a net overspend of £259k - additional expenditure of £452k associated with in-sourcing was incurred as set out elsewhere in this agenda, which was partially offset by an underspend of £193k on the tech refresh project.</p>	384
<p>Neighbourhood Management –</p> <p>Making the Difference Some delays in project completion, mainly Parks projects, £75k of this expenditure is for projects completed shortly after the end of March, and a further £80k is for projects that have taken a little longer, but it is expected will be significantly complete by the end of June</p> <p>Broadwater farm CC - not all the proposed one-off works to improve the centre were completed in year. A carry forward request has been put forward to enable this to happen in 2006/07.</p> <p>Green Lane bridge work was deferred to focus on completing SRB funded projects as this was the last year of funding. Some underspends in Bruce Grove due to focus on Green Lanes in 2005/06.</p>	(155) (71) (92)
<p>Other Variations Under £50k</p> <p>Customer Services</p> <p>ACE Access</p> <p>Customer Focus</p>	12 (20) (25)
<p>Total for Access</p>	<p>151</p>

Revenue - Service outturn 2005/06 - explanation of variances

Non Service Revenue

	Variation £000's + / (-)
Asset Management Revenue Account - income budget for interest earned on investments has a shortfall of £218k because short term interest rates tend to track base rate and this rate is 0.25% lower than it was at the start of the year.	218
Other - reduced operating deficit on Alexandra Palace	(401)
Other Variations Under £50k	(26)
Total for Non Service Revenue (provisional)	(209)

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EXECUTIVE**On 13 June 2006**Report title: **Financial outturn 2005/06**Report of: **Acting Director of Finance****Ward(s) affected:** All**Report for:** Decision**1. Purpose**

1.1 To set out the revenue and capital outturn for 2005/06.

2. Introduction by Executive Member for Finance (Cllr Toni Mallett)

2.1 In overall terms the revenue service outturn is in line with the agreed financial strategy and it puts Haringey on a sound financial footing going forward and will allow us to work towards delivering our key priorities. There is a net revenue underspend of £1.4 million, after proposed carry forwards of £2.1 million.

2.2 The report also sets out the capital outturn, which shows an underspend of £15.9 million of which £15.3 million is proposed to be carried forward. I will work closely with my Executive colleagues to see how we can deliver the capital programme more effectively during the year.

3. Recommendations

3.1 To note the service outturn set out at paragraph 8.1 for revenue and paragraph 8.5 for capital and the explanation of revenue variances in Appendix A.

3.2 To note the Housing Revenue Account (HRA) outturn set out at paragraph 8.7.

3.3 To approve the carry forwards set out at paragraph 9.3 (and Appendix B) for revenue and paragraph 9.5 (and Appendix C) for capital.

3.4 To utilise the additional £554k balance of usable capital receipts to finance the additional spend on Building Schools for the Future (BSF) preparatory work as set out at paragraphs 8.5 and 8.6.

3.5 To approve the funding proposals for the additional one-off costs of IS/IT infrastructure arrangements as set out in Section 10.

3.6 To note that the outturn and, therefore, carry forward for schools is provisional and to delegate to the Acting Director of Finance the finalisation of the carry forward.

3.7 To delegate to the Acting Director of Finance authority to prepare the Council's financial statements such that the financial position of the Council is optimised.

3.8 To note that the Council's Financial Statements for 2005/06 are to be approved by General Purposes Committee.

3.9 To note the treasury management outturn.

Report authorised by: Gerald Almeroth – Acting Director of Finance

**Contact officer: John Hardy – Head of Finance – Budgeting, Projects & Treasury
Telephone 020 8489 3726**

4. Executive Summary

4.1 This report sets out the Council's service outturn for 2005/06. Excluding schools this is a surplus of £3.5 million, and recommendations for service carry forwards of £2.1 million are made. The report sets out the capital outturn, a net underspend of £15.9 million and proposed carry forwards of £15.3 million.

4.2 Taking into account adjustments previously reported through the budget management process, in overall terms the service outturn is in line with the agreed financial strategy.

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

5.1 None

6. Local Government (Access to Information) Act 1985

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

SAP outturn reports
Final Accounts working papers

For access to the background papers or any further information please contact John Hardy on 020 8489 3726.

7. Background

7.1 This report has four sections:

- service outturn – revenue and capital;
- carry forward proposals – revenue and capital;
- overall position, and;
- treasury management outturn.

8. Service outturn

8.1 The service outturn is shown in the following table. There is a net service underspend of £3.5 million. The variances are set out below by Directorate and explained in more detail in Appendix A. This excludes a provisional outturn for schools that reduces balances by £3.8 million to a level of £5.8 million at end of 2005/06 (see paragraph 9.2).

Directorate	Variance from budget
	£'000
Children's services (excluding schools)	(114)
Housing services	(2,085)
Social services	314
Environment	(847)
Finance	(19)
Chief Executive's	(580)
Non Service Revenue	(209)
Total	(3,540)

8.2 The joint pooled Primary Care Trust (PCT) Learning Disabilities partnership budget overspent by £331k in 2005/06 and this is excluded from the above table. This overspend will be carried forward to be funded against future years resources. The Children's Service outturn takes account of a contribution of £374k made towards the capital overspend on BSF (see paragraph 8.5).

8.3 It should also be noted that the full £1 million contingency set aside for the cost of asylum seekers over and above central government funding has been fully utilised. This was provided for and therefore does not appear as a variation in the above table.

8.4 In addition to the schools variation the position is broadly as previously reported with two significant exceptions:

- Environment – a balanced position was previously reported for the January monitoring exercise. An underspend of £0.8 million has arisen in respect of revenue funding for the parks first impressions capital project where works have slipped into 2006/07.
- Chief Executive's – a balanced position was previously reported for the January monitoring exercise. An underspend of £0.6 million is

now reported that results from a number of variations including delays in implementation of Phase II of the Leadership Programme, delays to some projects in the Area Assemblies, some increased external grant income and some salary underspends.

- 8.5 The final approved capital programme was £128 million. The provisional overall underspend is £15.9 million, as set out in the following table:

Directorate	Budget	Outturn	Variance
	£'000	£'000	£'000
Children's services	45,569	39,390	(6,179)
Housing general fund	4,663	4,237	(426)
Housing revenue account	24,743	23,740	(1,003)
Social services	4,721	3,132	(1,589)
Environment	22,631	19,521	(3,110)
Finance	5,055	2,652	(2,403)
Chief Executive's	20,546	19,381	(1,165)
Total	127,928	112,053	(15,875)

The projected underspend has increased since that reported in the January monitoring exercise for the following main reasons.

- **Children's services** – the previously reported projected underspend has increased by £3 million. This mainly relates to the 6th form centre construction where the previously reported underspend of £3.8 million has increased by a further £3 million due to delays in the commencement of the contract. In addition the ICT for schools projects has underspent by £0.6 million but is allowed to be spent by August 2006. Within the programme there are a number of overspends on specific funding streams as follows:

- Formulaic Funding - £1.3m

The 2005/06 programme has exceeded the revised budget for modernisation/new pupil places by £1.3m. This is due largely to expenditure originally anticipated in April/May 2006 being incurred earlier, specifically at the end of the 2005/06 financial year. There will need to be a review of the 2006/07 Children's Service capital programme, particularly the modernisation/new pupil place budgets, to ensure the 2006/07 works can be fully funded.

- Early Years - £692K

The Early Years capital budget was overspent in 2005/06 by £692k. A number of individual projects in the 2005/06 programme overspent including the Broad Water Farm Children's Centre. The overall overspend will be carried forward and will be fully funded from the 2006/07 Children's Service Capital Programme.

- Building Schools for the Future (BSF) - £928k

The BSF programme was over budget in 2005/06 due to the significant costs associated with the commencement of a project of this size. The overspend has been forecast and reported for the majority of 2005/06 and this can be partly funded by the Children's Service revenue underspend in 2005/06 of £374k. It is proposed that the difference of £554k is funded from corporate capital receipts, which is available (see paragraph 8.6). This is contrary to the current policy on allocation of capital resources and therefore is an exceptional item for Member's approval.

- **Social Services** underspend is mainly due to slippage on the Older People's community care residential strategy of £1.6 million and this is requested to be carried forward to 2006/07.
- **Environment** underspend has increased by £1.7 million mainly on externally funded projects where the resources can be carried forward to 2006/07.
- **Finance** underspend of £2.1 million is due to slippage on the following projects: £0.8 million Alexandra Palace project and £1.3 million on accommodation strategy projects (mainly Alexandra House refurbishment).
- **Chief Executives Service** – over optimistic programming on Tottenham High Road projects of £0.5 million. These external resources can be carried forward, however some are time limited and will need to be utilised in 2006.

8.6 The Council's agreed capital programme for the period 2005/06 to 2008/09 is based on achieving usable capital receipts of £10 million in 2005/06. In the event £10.5 million has been generated, giving an additional balance of £0.5 million. It is proposed that this is used to finance the additional spend on BSF preparatory work as highlighted above.

8.7 The HRA outturn for the year was a deficit of £2,801k, against a target of £2,613k. The working balance is, therefore decreased to just under £4.2 million at 31 March 2006, as shown in the following table. This is £188k below the planned level of balances.

	Budget	Outturn	Variance
	£'000	£'000	£'000
Income	(97,821)	(98,308)	(487)
Expenditure	100,434	101,109	675
Net Deficit / (surplus)	2,613	2,801	188
Working balance b/fwd 1 April 2005		6,961	
Working balance c/fwd 31 March 2006		4,160	

8.8 Significant variances within the HRA outturn include:

	Budget	Outturn	Variance
	£'000	£'000	£'000
Repairs & maintenance	20,206	21,853	1,647
Housing subsidy	(23,438)	(22,575)	863
Provision for Bad Debts	649	1,028	379
Supervision & management	18,944	20,015	1,071
Contingency	3,632	0	(3,632)
Other	(17,380)	(17,520)	(140)
Net deficit	2,613	2,801	188

8.9 The repairs adverse variance is due to higher repairs volumes than anticipated, additional costs of new statutory duties, additional contractors' costs and increased construction related services costs as previously reported. These pressures will need to be contained in 2006/07 if the medium term HRA financial plan is to be adhered to.

8.10 The housing subsidy variance is due to a reduced subsidy for capital, and provision for over-claimed subsidy as a result of changes in the consolidated rate interest.

8.11 The provision for bad debts variance is due to a nominal decrease in the rent collection rate caused by the absence of a rent suspension exercise in 2005/06 and a review of the provision.

8.12 The supervision and management variance reflects the costs of set-up of and transition to the ALMO.

8.13 The contingency variance reflects the budget reserve established to provide for the adverse forecast variances.

9. Carry forward proposals

9.1 The Council's Finance Procedure Rules provide for this body to determine any carry forward sums in respect of budget variations at the year-end. For this year, in view of the potential adverse impact on performance in 2006/07, it is proposed that no revenue overspend be carried forward other than the joint PCT pooled budget of £331k.

9.2 In respect of underspends, the proposed revenue carry forwards are set out in the following table and analysis of these proposals is provided in Appendix B. The school balances are still provisional. The expenditure of £3.8 million shown for schools is that generated in 2005/06 above the in year budget. Therefore the schools balances including the final brought forward balance from 2004/05 of £9.6

million are provisionally estimated to reduce to £5.8 million. It is recommended that finalisation of the schools carry forward is delegated to the Acting Director of Finance.

9.3 Proposed revenue carry forwards are as follows.

Directorate	Proposed carry forward
	£'000
Children's services (excluding schools)	114
Housing services	455
Environment	847
Chief Executive's	722
Total	2,138

9.4 As explained in paragraph 8.2 the joint pooled Primary Care Trust (PCT) Learning Disabilities partnership budget overspent by £331k in 2005/06. This overspend will be carried forward and be funded against future years resources and is excluded from the above table.

9.5 Carry forward proposals have been put forward by services for **capital** which amount to £15.3 million. The requests largely relate to ring fenced resources and to schemes planned to be funded from capital receipts. It is recommended that the proposed carry forwards be approved. They are analysed in detail in Appendix C. On Children's Services overspends as set out in section 8.5 will need to be funded in 2006/07.

10. Overall position 2005/06 and issues for 2006/07

10.1 The overall net revenue services underspend and the proposed carry forwards give an aggregate general surplus on services of £1.4 million. The overall position is shown in the following table:

	£'000
Service surplus (as above)	(3,540)
Carry forwards (as above)	2,138
Net service surplus	(1,402)

10.2 There is a concurrent report on this agenda to consider the updated position on the **Council's IS/IT infrastructure arrangements**. The Executive had previously agreed to a negotiated exit from the current infrastructure contract at its meetings on 20 December 2005 and 18 January 2006. There are additional one-off costs arising from the implementation of this, which are covered in more detail in the concurrent report, but are broadly:

	£'000
<ul style="list-style-type: none"> • Delay arising from re-opening of negotiations in Dec 2005 • Actual costs of legal settlement with previous supplier above the contingency sum allowed • Costs arising from the approach of the former supplier • Additional items not allowed for • New contingency sum 	810 440 970 170 500
Total	2,890

- 10.3 It is recommended that this is funded from the net revenue surplus reported above of £1.4 million and the remainder from use of balances. The budget setting report to the Council meeting on 20 February 2006, where the reserves policy was agreed, noted that £10m was an appropriate target level for the general reserve. Over the financial planning period this level is expected to be exceeded by £3 million and therefore there is sufficient flexibility to fund these one-off costs without impacting on services. The budget setting report also set out a comprehensive assessment of financial risk factors and the adequacy of reserves in that context. The statutory section 151 officer, in consultation with myself, remain satisfied that reserves are adequate in light of these changes.

11. Treasury management outturn

- 11.1 The Treasury Management Policy sets projections for treasury management activity for the forthcoming year as well as limits on borrowing and investment. The overall aim of the policy is to meet borrowing requirements at the lowest cost and maximise investment returns. The policy requires annual reporting of the outturn position.

Borrowing and Investment

- 11.2 The Councils borrowing strategy and funding requirement is determined by the maturity of existing debt, new borrowing to fund capital investment and amounts to be set aside from revenue and capital receipts. The estimated position for 2005/06 and the outturn position are shown in the following table:

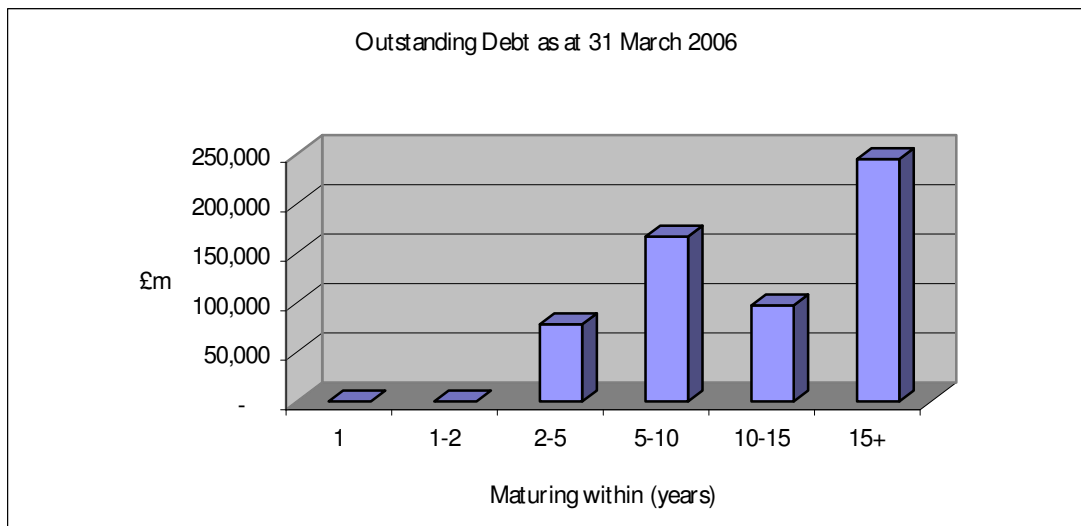
	Estimated position £m	Outturn position £m
Borrowing approvals	22	22
Principal repayment	0	0
<u>Less</u>		
Minimum revenue position	(10)	(10)
Usable capital receipts	(16)	(16)
Net Change	(4)	(4)

Indebtedness

- 11.3 The average level of debt in 2005/06 was £584m and the average level of investments was £52m. We have, therefore complied with the limits set out in the Council Treasury Management Policy. The limits and performance for 2005/06 were:

	Approved Limit	Actual performance
Overall borrowing	£647m	£584m
Short term borrowing	40%	1%
Proportion of debt at variable rates	30%	0

- 11.4 The average interest rate achieved on investments was 4.66%, compared with the average 7 day LIBID of 4.62%.
- 11.5 The average rate of interest on external debt (the Consolidated Rate of Interest) was 7.35% in 2005/06 compared with 7.33% for the previous year.
- 11.6 The maturity structure of the Council's debt as at 31 March 2006 is shown in the graph below. The Treasury Management Practices require continual review of debt maturity to ensure that the optimal position regarding risk profile, interest rates and redemption penalties is obtained.



12. Recommendations

- 12.1 To note the service outturn set out at paragraph 8.1 for revenue and paragraph 8.5 for capital and the explanation of revenue variances in Appendix A.
- 12.2 To note the Housing Revenue Account (HRA) outturn set out at paragraph 8.7.
- 12.3 To approve the carry forwards set out at paragraph 9.3 (and Appendix B) for revenue and paragraph 9.5 (and Appendix C) for capital.
- 12.4 To utilise the additional £554k balance of usable capital receipts to finance the additional spend on Building Schools for the future (BSF) preparatory work as set out at paragraphs 8.5 and 8.6.
- 12.5 To approve the funding proposals for the additional one-off costs of IS/IT infrastructure arrangements as set out in Section 10.
- 12.6 To note that the outturn and, therefore, carry forward for schools is provisional and to delegate to the Acting Director of Finance the finalisation of the carry forward.
- 12.7 To delegate to the Acting Director of Finance authority to prepare the Council's financial statements such that the financial position of the Council is optimised.
- 12.8 To note that the Council's Financial Statements for 2005/06 are to be approved by General Purposes Committee.
- 12.9 To note the treasury management outturn.

13. Legal Comments

- 13.1 The Head of Legal Services notes this report and confirms that all statutory and constitutional requirements are met.

14. Use of Appendices

- Appendix A - Explanation of revenue variances
- Appendix B - Revenue carry forwards
- Appendix C - Capital carry forwards

Executive

On 13 June 2006

Report title: **Performance Report – April 2005 to March 2006**

Report of: **The Chief Executive**

Ward(s) affected: All

Report for: Information

1. Purpose

- 1.1 To review 2005/06 service performance against the Council's basket of key indicators.
- 1.2 To present proposed performance targets for the period 2006/07 to 2008/09.

2. Introduction by Executive Member for Organisational Development and Performance

2.1 2005/06 was a year of achievement for Haringey, targets across services were met with highlights being pupils attaining 5 GCSEs at grades A-C and an increase in waste that is either composted or recycled. Overall, performance has been maintained or improved from the previous year for 76% of our indicators, a result that demonstrates that the Borough is moving in the right direction.

2.2 In the next three years we need to consolidate performance in improving areas as well as identify areas where we can drive up performance so we can continue to meet the expectations and needs of residents. Priorities for the coming year will be the reviews of adults and older peoples services, collection of council tax and educational attainment. It is also hoped that we will be able to make progress with meeting national floor targets. I am confident that continued progress across the services will place us in a good position to improve our CPA scoring during the course of this administration.

3. Recommendations

- 3.1 To consider performance information presented in this report.
- 3.2 To agree the proposed targets for the next three years.

Report authorised by: Dr. Ita O Donovan - Chief Executive

Contact officers:

Margaret Gallagher - Performance Manager

Telephone 020 8489 2553

Eve Pelekanos- Head of Improvement, Performance & Scrutiny

Telephone 020 8489 2508

3. Executive Summary

3.1 This report presents the Council's performance for the period between April '05 and March '06 against the Council's basket of key indicators. It is based on the routine monthly performance reports received by the Executive throughout the year.

3.2 Performance is reviewed against 105 indicators. These are mainly indicators used by the Audit Commission in the Comprehensive Performance Assessment (CPA) and those included in Haringey's Local Public Service Agreement with some key local measures.

3.3 Targets are set for 3 years in the business plans and Best Value Performance Plan (BVPP). In line with the Council's vision and priority to improve services, targets are aimed at moving services towards upper quartile performance. They are reviewed at the mid year pre- business plan reviews and at the end of the financial year in light of performance outturns. Setting three year targets for best value performance indicators is a statutory requirement (ODPM circular 05/2006). Appendix 2 lists the indicators and proposed targets.

3.4 The 2005/06 outturn figures show that performance has been maintained or improved from the previous year for 76% of our indicators. For 73% of indicators targets were achieved or close to being achieved.

3.5 Significant improvements in performance have been achieved in the following areas:

- Pupils attaining 5 GCSEs at Grades A-C
- Issuing statements of special educational need
- Absence in both primary and secondary schools
- Percentage of waste recycled and composted
- Missed refuse collections
- Incidents of dumped rubbish reported
- Average days to repair street lighting
- Road casualties
- Principal roads in need of repair
- Planning applications processed in timescale especially major applications
- Parks cleanliness
- Invoices paid in 30 days
- Average time taken to process new benefit claims
- SAP rating of Local Authority dwellings
- Tenancies re-housed under the Moving out of London Scheme
- Stability of placements of children looked after

- Looked after children obtaining 5 GCSEs at grade A-C
- Employment, education and training for care leavers
- Adults & Older people receiving direct payments
- Equipment delivered in 7 working days
- Early and ill health retirements
- Handling stage 1 (Local Resolution) and stage 3 (Independent Review) complaints in timescale
- Number of library visits
- Telephone calls answered in 15 seconds

3.6 For the coming year we need to remain focused on reviews of adults & older people and issuing statements of need, acceptable waiting times for assessment, carers services, time spent in hostels, collection of council tax and educational attainment including that of looked after children. Some of these measures are key threshold measures and are used to judge the standard of our performance in the CPA.

3.7 Various strategic plans are in place to address the above areas for improvement and for some indicators such as educational attainment achieving national standards will be a longer term goal.

3.8 Focus needs to be maintained on achieving the national floor targets and with our partners we need to address the areas where performance is below the expected levels. Such areas include teenage pregnancies, life expectancy, reducing crime and fear of crime and worklessness.

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

4.1 None

5. Local Government (Access to Information) Act 1985

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

Monthly finance and performance reports
Service Business Plans for 2006-09
ODPM Circular 05/2006 Local Government Act 1999: Part 1 Best Value and Performance Improvement, Guidance on Best Value Performance Plans

6. Background

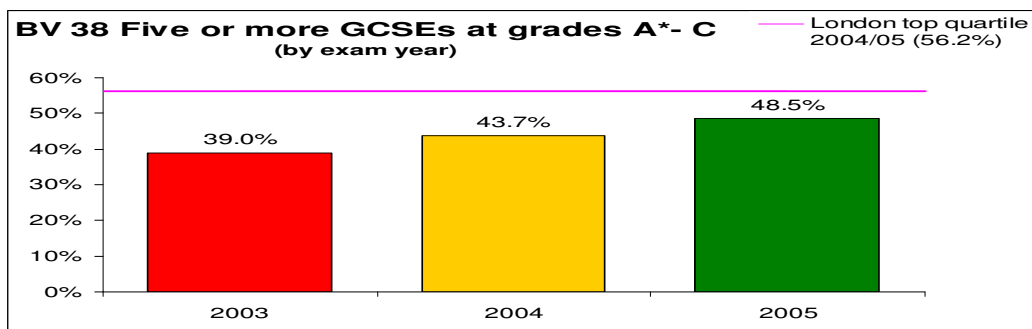
- 6.1 This report presents the council's performance for the period between April '05 and March '06 against the Council's basket of key indicators. It is based on the routine monthly performance reports received by the Executive throughout the year.
- 6.2 A separate report has been prepared on the 2005/06 financial outturns that will be presented to the Executive on 13 June.
- 6.3 For 2005/06 we monitored performance against key Best Value indicators, mainly those used in the Council's Comprehensive Performance Assessment (CPA). Indicators used in Haringey's Local Public Service Agreement and key local measures have also been monitored throughout the year.
- 6.4 Performance data is shown in full in Appendix 1. Progress is tracked on the monthly and year to date position against the target using a traffic light annotation where:
- green = target achieved / performance better than planned
 - amber = just below target
 - red = target not achieved / below expectation

In addition, trend arrows depict progress since the last financial year, so whilst an indicator may receive a red traffic light for not achieving target, it would show an upward trend arrow if performance had improved on the previous year's outturn. Between them, the lights and arrows indicate current progress and show the annual position against the targets set for 2005/06.

7. Service Positions

7.1 Children's Services

- 7.1.1 48.5% of pupils attained 5 GCSE's at grades A-C in 2005 exceeding the 46% target with most schools having improved results significantly. Progress at key stage 4 has improved year on year since 2001 at almost four times the national rate. The graph below illustrates the year on year progress achieved.

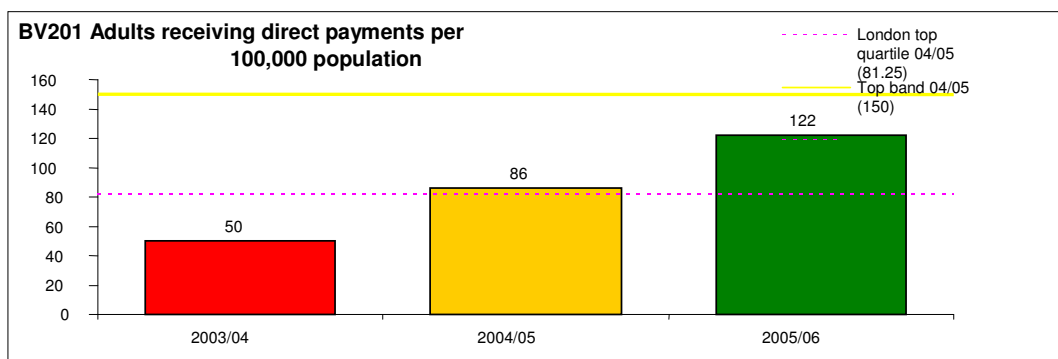


- 7.1.2 In April '05 to March '06 153 statements of special educational need were issued. Performance on issuing statements of special educational needs improved in 2005/06 on both parts of this indicator. On the first part, which measures the authority's performance excluding exceptions, all statements were issued within the 18 week timescale. On the second part where all cases including those where exceptions to the rule under the Code of Practice are counted e.g. those awaiting medical reports, performance improved from 72% in 2004/05 to 85% in 2005/06, exceeding the 80% target.
- 7.1.3 11.2% of looked after children had 3 or more placements in the year (BV49) to March reduced from 14.7% and bettering the target of 13%. Performance has improved considerably on this CPA key threshold indicator. Performance now falls within the top performance banding according to the Department of Health. This improvement is the result of implementing long term strategies including the provision of more local placements.
- 7.1.4 Excellent performance has been sustained on reviews of children on the register (BV162) with only one review due not completed in timescale.
- 7.1.5 There have been 21 adoptions (6.4% of children looked after) in the year 2005/06 exceeding our target of 20. This represents an improvement on the 17 or 5.2% achieved in 2004/05.
- 7.1.6 Educational attainment of young people leaving care has increased from the 34% achieving at least 1 GCSE at grades A-G last year to 50% in 2005 exceeding our 46% LPSA target on this key threshold indicator.
- 7.1.7 Excellent progress has been made with looked after young people in employment, education or training (BV161). This was an LPSA measure with a target to achieve 65% by 31 March 2006. In 2005/06 67% of care leavers (aged 16) were engaged in employment, education or training at the age of 19 up from 49% achieved in 2004/05.
- 7.1.8 However there remain some areas in need of improvement:
- In 2005/06 we responded to only 1 of the 12 stage 2 Children's act complaints in the 28 day timescale. Although these cases are complex and involve the appointment of external specialists and there is recognition of general widespread difficulty in meeting these timescales, there is clearly room for improvement.

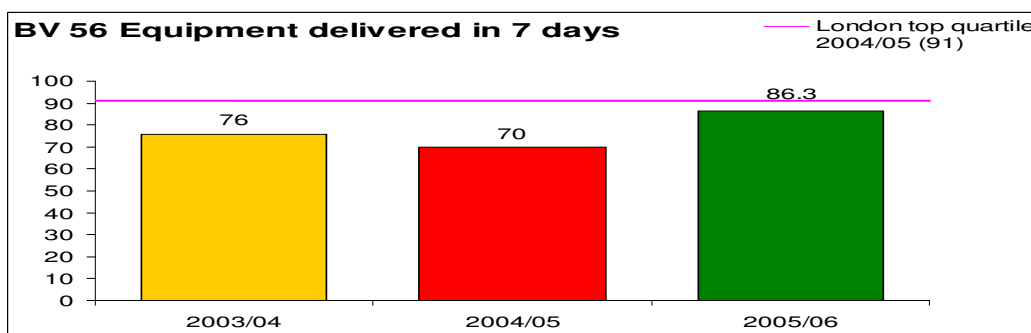
7.2 Social Services

7.2.1 The performance appendix reports performance on some key indicators in Adults' and Older People's services. This shows that:

- 122 adults and older people per 100,000 weighted average population receive direct payments. Increasing the uptake of direct payments has been a key social services priority. Performance on this indicator improved significantly in 2005/06 up from 86 per 100,000 in 2004/05 and is now within the good PAF banding range. There are now 169 clients in receipt of a direct payment, 47 more than last year. The graph below shows the improvement in this area.



- There have been 124 supported admissions to residential / nursing care in the year to March. The indicator is calculated per 10,000-population aged over 65 and equates to a value of 64.8. Whilst this means that we have not achieved our stretching target of 50.5 or our LPSA target to remain within the top performance banding of between 70 and 100 (indicator value) for the three years of the agreement, the number of admissions have reduced significantly since 2003/04 in line with our Community Care Strategy and we remain within the good performance banding.
- Our performance on older people helped to live at home remains within the top performance banding. In 2005/06 163 older people per 1,000 population were helped to live at home up from 121 in 2004/05 and exceeding our target of 127.
- 86% of equipment was delivered within 7 working days in the year against a target of 80% on this key threshold indicator. New faster stores procedures implemented in 2005 and additional staff resources and budget have contributed to this improvement and ensured availability of equipment for delivery.



7.2.2 There remain some areas where we need to improve our performance in Adults' and Older People's services. These are:

- *Adults and older clients receiving a review as a percentage of those receiving a service.*

Performance on this indicator decreased to 44% in 2005/06 down on the 61% achieved in 2004/05 and short of our 75% target. This remains an area for continued focus and improvement in 2006/07.

- *Acceptable waiting time for Assessments (BV195 key threshold indicator)*

This indicator is the average of new older clients receiving an assessment within 48 hours (part a) and those receiving an assessment within 4 weeks (part b). For 65.21% clients, the time from first contact to assessment is less than 48 hours. For 53.51% of older clients, the time from first contact to assessment is less than 4 weeks. The average of the two is 59.36% and below the 70% target. Performance on part b is currently below the CPA threshold of 60% for 2005/06 and overall performance has deteriorated from the 62.5% achieved in 2004/05.

- *Acceptable waiting time for Care Packages (BV196 key threshold indicator)*

This indicator measures the percentage of new older clients for whom the time from completion of assessment to provision of all services in the care package is less than or equal to 4 weeks. Our 2005/06 position of 74% is below our 91% target and a decline on the 89.9% achieved in 2004/05. Performance on these indicators falls in the lower bandings and there will need to be significant improvement on the timeliness of assessment and services if uplifted threshold levels are to be achieved in 2006/07.

- *Carers services (Paf C62)*

6% of carers for adults and older people received a carer's break or specific carer's service in 2005/06 down from 13% as at February. This new indicator for measuring services to carers was introduced from October '04. We now have a full year's data and the Commission for Social Care Inspectorate have recently published performance bandings which enable us to see how our performance compares with that of others. Our reduced performance now places us just within the acceptable performance banding having fallen from the top performance banding since last month.

7.3 Housing

7.3.1 Performance issues in Housing are as follows:

Homelessness Assessments

7.3.2 In the year to March '06, decisions on homelessness applications were issued in 33 days for 89% of cases against a target of 92% although March's performance exceeded target at 93.53%.

Length of stay in Bed & Breakfast & Hostel accommodation (key threshold indicator)

7.3.3 The average length of stay in Bed & Breakfast accommodation, in the year to March was 0 weeks against a target of 4 weeks.

7.3.4 The average length of stay in hostels, in the year to March was 54.7 weeks against a target of 40 weeks. The count for this indicator measures the entire history of all stays in hostels where the family has been permanently re-housed in the period. Work will continue in 2006/07 to look at our options for hostel usage.

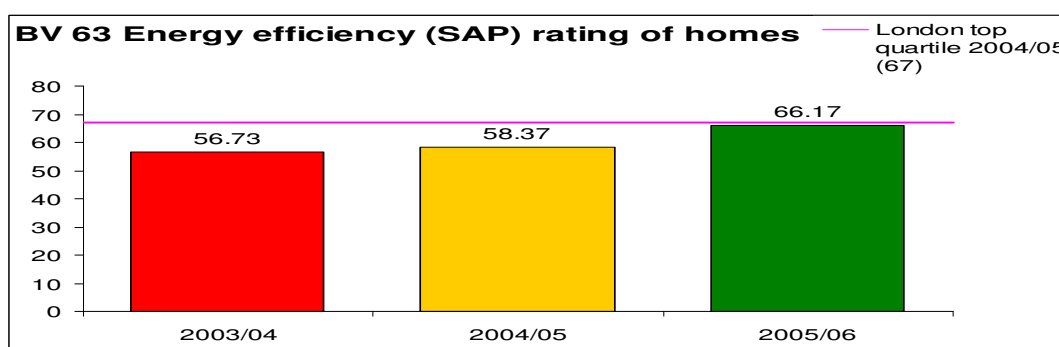
Rent Collection (BV 66a)

7.3.5 97.37% of rent due was collected in 2005/06 against a target of 97.8%. Although the target was not achieved and performance has not improved from 2004/05, it is within the top quartile for London (97.3%) based on 2004/05 data.

Decent Homes (BV184 key threshold indicator) and SAP Rating

7.3.6 44.69% of local authority homes have been classified as non-decent, an improvement on the 48% at this time last year. Assuming we achieve 2 stars in the ALMO inspection, we stand to receive £128m which will make a significant impact on our ability to meet the decent home standard.

7.3.7 The council's energy efficiency has improved with an average SAP rating for local authority dwellings of 66.17 in 2005/06, up from the 58 reported in 2004/05 and exceeding our LPSA target of 64.



Repairs

7.3.8 The percentage of specified urgent repairs completed in Government time limits was 98.2% in 2005/06 exceeding our 97% target.

7.3.9 In 2005/06 for 91% of responsive repair jobs, an appointment was made and kept, falling short of our 99% target. A new repairs scheduling system (Optitime) went live in October 2005 and has improved the efficient use of labour and our record of keeping appointments. However the report that looks

at appointments made and kept does not currently account for appointments which are kept but where follow up works are required and counts these as failures in the reported figures.

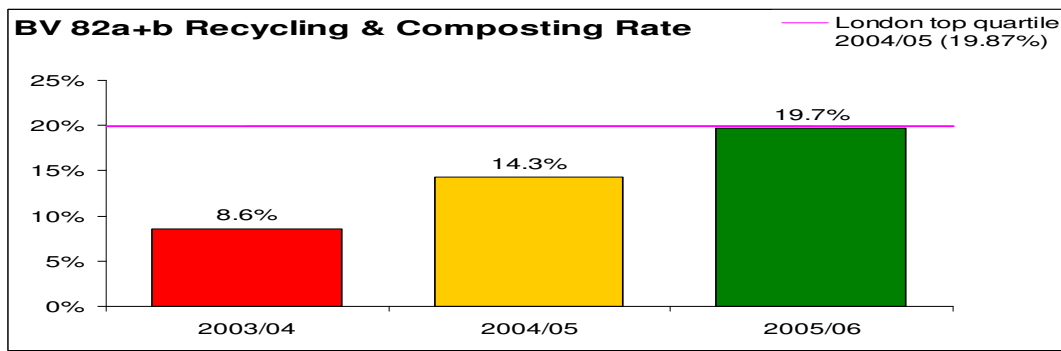
Voids

7.3.10 The average re-let time of void local authority properties was 30.5 days in 2005/06, missing our local target of 29 days and our LPSA target of 25 days.

7.4 Environment Services

7.4.1 Key performance in Environment is summarised below:

7.4.2 19.7% of household waste was recycled or composted in 2005/06, an improvement from the 14% achieved in 2004/05 and exceeding our statutory 18% target.



7.4.3 98.8% of Zone 1 streets were of an acceptable standard of cleanliness exceeding the 95% target.

7.4.4 The ENCAMs cleanliness survey provided disappointing results with an increase to 37% in 2005/06 from 32% in 2004/05 of relevant land and highways with a significant proportion of litter and detritus. The first phase results for 2005/06 showed improvement to 23% but the second and third phase results were not as good at 42% and 44% respectively. The 2005/06 target of 30% was missed by a significant margin and as four of our land use classes were 30% or above this will mean that performance will move to the lower threshold for CPA purposes.

7.4.5 In 2005/06, 129 refuse collections were missed per 100,000 household waste collections, a reduction from the 190 in 2004/05. This is an LPSA measure and our LPSA stretch target of 130 was achieved.

7.4.6 Incidents of dumped rubbish reported to the Accord call centre reduced significantly in 2005/06. Our LPSA measure to reduce the number of reported incidents by 1,614 was achieved along with a reduction in the number of missed collections meaning that LPSA target 5 will receive all of its allocated reward for the enhanced performance levels achieved.

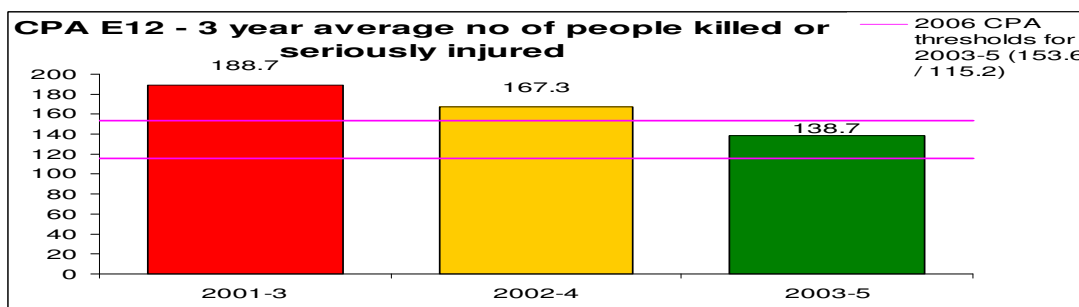
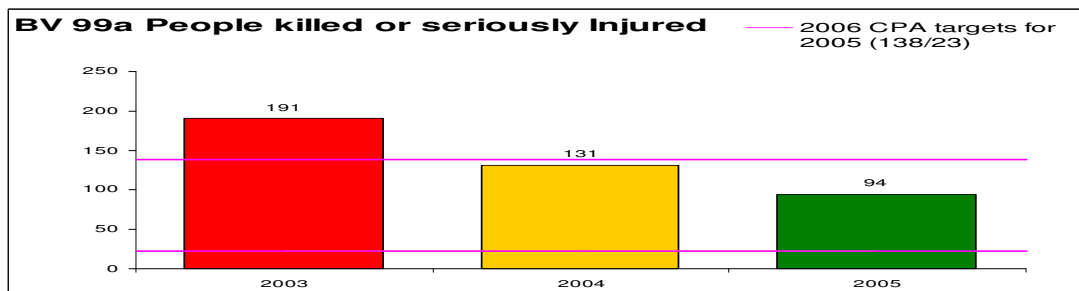
7.4.7 579 minor planning applications were processed in 2005/06 with 81% determined in 8 weeks in the year from April 2005 to March 06. This exceeded the Government's target (65%) and our local target of 78%.

7.4.8 37 of the 43 (86%) major applications were determined in 13 weeks in 2005/06, much improved from our position in 2004/05 and well ahead of the Government's 60% and our local target of 77%.

7.4.9 Good performance sustained with a parks cleanliness index of 80.9 against a target of 80 and above the 2004/05 average of 79.2.

7.4.10 The repair of streetlights has remained below the 3.5 day target for the whole of 2005/06 with the average number of days taken to repair a streetlight at 1.92 days. The performance contract which began in April '05 has delivered what we set out to achieve and it is expected that electronic transfer of information to our District Network Operator will improve performance further in 2006/07.

7.4.11 94 people were killed or seriously injured on the roads in Haringey in 2005, down from 131 in 2004. This beat our LPSA target of 145 and brought our 3 year average (used in the CPA to reduce the effect of unrepresentative fluctuations) for 2003-5 down to less than 139 *, taking us out of the area below the lower CPA threshold (153.6).



7.4.12 The latest survey results on the condition of our principal roads derived from a SCANNER (Surface Condition Assessment for the National Network of Roads) survey shows that 15% of our roads may require structural maintenance. This compares favourably with a number of other local authorities results. Boroughs with a higher percentage of roads where structural repair should be considered include Camden, Islington, Westminster, Tower Hamlets, Hammersmith & Fulham, Kensington, Newham, Brent, Hounslow and Southwark.

7.5 Finance

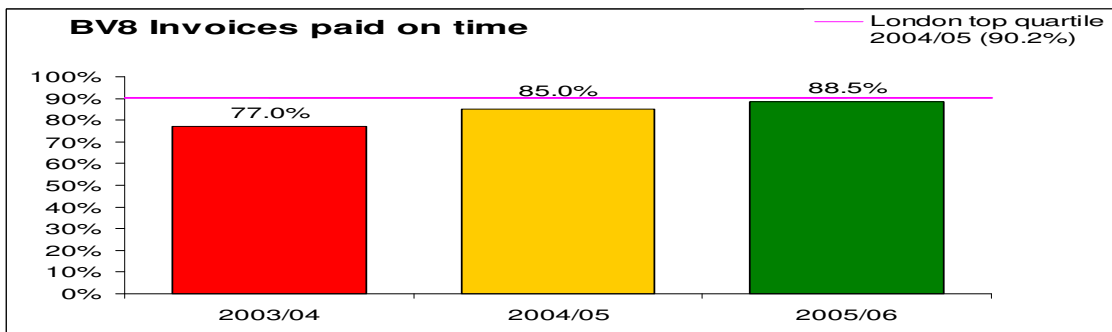
Council Tax and Business Rates

7.5.1 93.37% of council tax was collected in year to March '06 against a target of 93.5%. The provisional performance is close to target and shows a consistent collection rate throughout the year.

7.5.2 99% of business rates due were collected in 2005/06 achieving the 99% target. NNDR collection has remained steady during the year with the exception of December which was attributed to the lack of computer system availability after the Hemel fire.

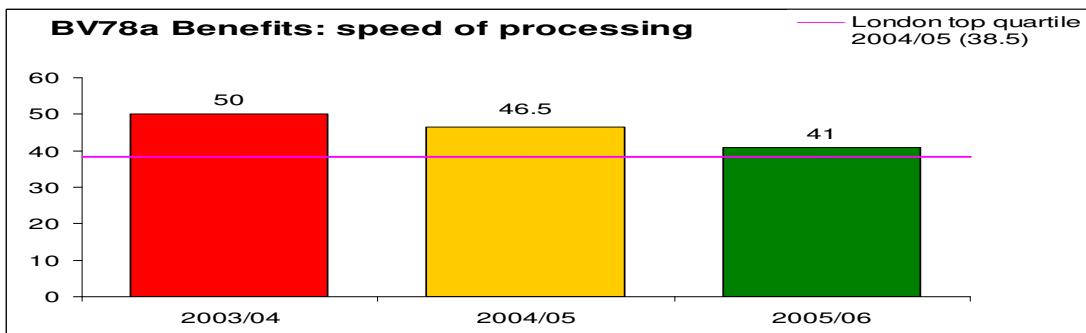
Invoice payments

7.5.3 88.5% of invoices were paid in 30 days just 1.5% short of the 90% target. The graph below shows progress on this indicator over the last three years.



Benefits

7.5.4 2005/06 showed improvement on the average speed of processing new claims down to 41 days from 46.5 days in 2004/05 and the target achieved. A focus on training and productivity improvements for members of staff, mobile processing and securing information at first point of contact reducing the level of additional requests for information has helped achieve this.



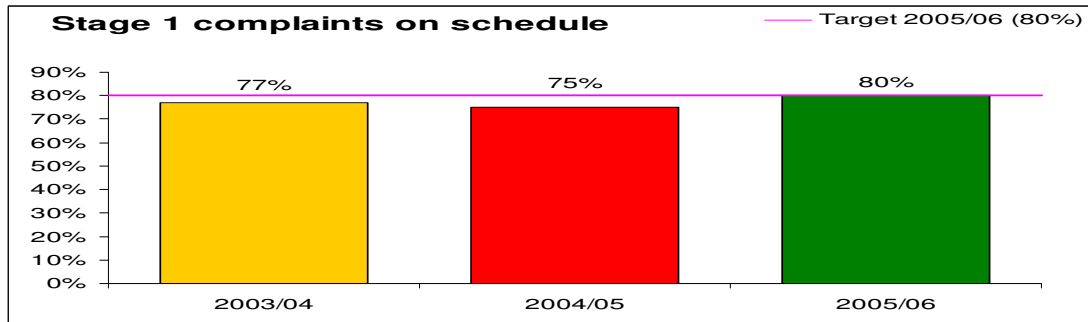
7.5.5 The proportion of new benefits claims outstanding over 50 days whilst reducing throughout the year is above the standard 10% and our target of 9%. Whilst this is classified as a 'good' score for CPA, improvement is required. The service is identifying ways to reduce the length of time it takes for customers to return proofs to enable their claim to be processed. Similar to new claims, mobile processing and improved information collation from customers who visit are being implemented.

7.6 Chief Executive's

7.6.1 Performance issues are as follows:

Public Complaints

7.6.2 During year to March 80% of complaints at stage 1 (local resolution) were dealt with within timescale, achieving the target. We received 1,994 complaints during the year of which 1,587 were dealt with in 15 days.



7.6.3 For the more complex service investigation stage, 74% of complaints were resolved within timescale in the year to March falling short of the 80% target. The end of year position relates to 151 out of 204 service investigations carried out within 25 working days.

7.6.4 At stage 3, independent review, 94% of cases were handled within timescale exceeding our 90% target. The 2005/06 performance relates to 32 out of 34 cases received in the year.

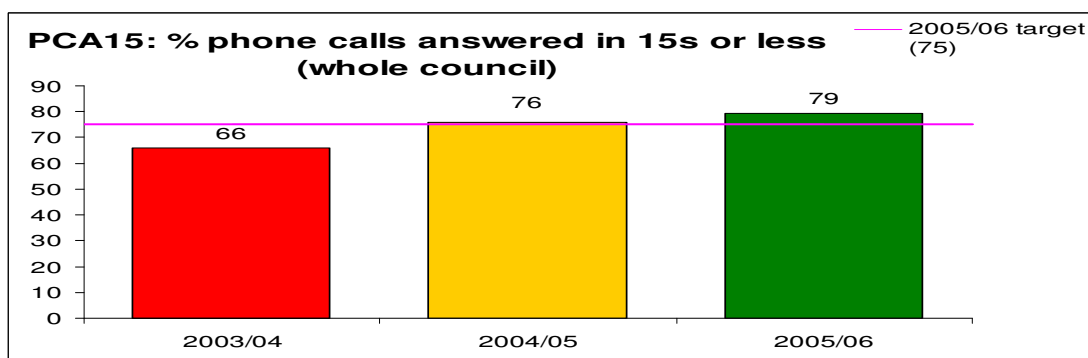
7.6.5 The number of complaints including premature cases received by the Local Government Ombudsman reduced to 147 in 2005/06. Our performance in responding to Local Government Ombudsman enquiries has improved by 3 days in 2005/06 to an average 18.1 days exceeding our 21 day target. In 2005/06 there were no cases of maladministration reported against Haringey Council.

Sickness

7.6.6 The average number of working days lost to sickness per full time equivalent employee in 2005/06 increased to 10.4 days per annum against a target of 8.8 days.

Access Services

7.6.7 Telephone answering performance is incorporated in this report. Council wide the position is that 79% of calls received in the year were answered within 15 seconds, exceeding the target of 75%. 84% of calls presented were answered, exceeding the 80% target.



7.6.8 Appendix 2 shows the performance of each business unit for calls answered within 15 seconds and calls answered as a percentage of calls presented.

7.6.9 Call centre telephone answering performance has also been included in this report. 55% of calls were answered in 15 seconds against a 70% target, 86.2% of calls were answered of those presented and queuing time was an average 49 seconds in the year.

7.6.10 The target of 70% was not met on personal caller waiting times at the Customer Service centres with an end of year position of 63% seen within 15 minutes, a reduction on the 77% achieved in 2004/05.

7.6.11 Performance on responding to Freedom of Information requests at 65% within the 20 day timescale fell short of our 90% target.

7.6.12 There were 2,209,448 visits to our libraries in 2005/06. This is the equivalent of 9.85 visits per head of population compared with 9 in 2004/05 and exceeds the 2005/06 target.

8. Setting Three Year Targets

8.1 For all best value performance indicators we need to set three year targets as required by the Local Government Act 1999, ODPM Circular 05/2006. It is also a requirement that we publish performance outturns and targets in our Corporate Plan which as from this year replaces the Best Value Performance Plan.

8.2 Appendix 2 shows the proposed targets for 2006/07 to 2008/09. These have been set by services as part of the business planning process. They take into account top quartile performance, key CPA thresholds and performance to the end of year. Our aim is to set challenging targets as part of our improvement planning but we are also mindful that the targets should be realistic and deliverable within the Council's financial strategy.

9. Legal Comments

9.1 There are no legal implications.

9. Use of Appendices

Appendix i. End of year traffic light performance summary
Appendix ii. Three year targets

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Corporate Plan Performance Indicator, Outturn and Targets Tables

BV PAF/Local ref.	Description	2004/05	England 2004/05	London 2004/05		2005/06 Provisional Outturn	Targets				Comments
			Top Quartile	Top Quartile	Average %/yes		2005/06	2006/07	2007/08	2008/09	
2a	The level (if any) of the Equality Standard for local government to which the authority conforms	Level 2				Level 2	Level 2	Level 4	Level 4	Level 4	
2b	The duty to promote race equality; Does the authority have a Race Equality Scheme Score against checklist for Race Equality Scheme	84.20%	72%	84%	71%	89.5%	100%	100%	100%	100%	
8	% of invoices for commercial goods and services that were paid by the authority within 30 days of such invoices being received by the authority	85%	95.97%	90.20%	82%	88.5%	90%	92%	94%	96%	
9	% of council taxes due for the financial year which were received in year by the authority	93.21%	98.3%	95.85%	94.20%	93.35%	93.50%	93.75%	94.00%	94.20%	
10	% of non-domestic rates due for the financial year which were received in year by the authority.	98.60%	99.1%	98.83%	98.21%	98.98%	99%	99%	99.2%	99.3%	
11a	% of top 5% of earners that are women	50%	40.2%	46.75%	39%	55.9%	50%	50%	50%	50.0%	
11b	% of top 5% of earners from ethnic minority communities	25.64%	3%	16%	11.70%	21.1%	25%	26%	26%	26%	
11c New	% of top 5% of earners declaring they meet the Disability Discrimination Act disability definition	4.55%				4.1%	4.90%	4.90%	4.90%	4.90%	New for 2005/06
12	The no. of working days/shifts lost due to sickness absence per FTE employee.	9.53	8.40	7.92	8.93	10.37	8.8	8.8	8.8	8.8	
14	The no. of employees retiring early (excluding ill-health retirements) as a % of the total work force	0.32%	0.16%	0.17%	0.47%	0.09%	0.20%	0.20%	0.20%	0.20%	
15	The no. of employees retiring on grounds of ill health as a % of the total workforce	0.35%	0.12%	0.20%	0.27%	0.13%	0.30%	0.30%	0.30%	0.30%	
16a	% of staff declaring they meet the Disability Discrimination Act disability	4.03%	3.73%	3.96%	2.96%	3.77%	6.25%	6.25%	6.25%	6.25%	

BV PAF/Local ref.	Description	2004/05	England 2004/05	London 2004/05		Targets					Comments
			Top Quartile	Top Quartile	Average %yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09	
16b	% of economically active disabled people in the borough	13.7%	31.33%	32.80%	24.70%	13.7%	N/A	N/A	N/A	N/A	
17a	% of staff from minority ethnic communities	40.8%	4.60%	35.30%	24.6%	44.6%	39.30%	39.30%	39.90%	39.30%	
17b	% of economically active minority ethnic people in the borough	31.4%	100.00%	104.60%	90.0%	31.4%	N/A	N/A	N/A	N/A	
156	% of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	21.57%				27.45%	25%	28%	33%	33%	Adaptation works to improve access have been carried out during past year for DDA compliance
157	The no. of types of interactions that are enabled for electronic delivery as a % of the types of interactions that are legally permissible for electronic delivery.	83%	87.50%	92%	83%	100%	100%	100%	100%		
38	% of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs at grades A*- C or equivalent.	43.7%	56.20%	56.20%	52.1%	48.5%	46%	49% Stretch 53% (44%LPSA Target)	54%	55%	
39	% of 15 year old pupils in schools maintained by the local education authority achieving 5 or more GCSEs at grades A*-G or equivalent. inc. English & Maths	79.7%	90.20%	89.30%	87.70%	81%	80%	81%	82%	83%	
40	% of pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 Mathematics test.	67%	77%	77.0%	73.50%	68%	69% Stretch 75%	70% stretch 76%	71%	72%	
41	% of pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 English test.	70%	80.0%	80.0%	77.40%	73%	71% Stretch 75%	72% Stretch 76%	75%	76%	
43a	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks excluding those affected by "exceptions to the rule" under the SEN Code of Practice.	98.9%	100.0%	100.0%	95.8%	100%	99%	99%	99%	100%	

BV PAF/Local ref.	Description	2004/05	England 2004/05	London 2004/05		2005/06 Provisional Outturn	Targets				Comments
			Top Quartile	Top Quartile	Average %yes		2005/06	2006/07	2007/08	2008/09	
43b	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks including those affected by "exceptions to the rule" under the SEN Code of Practice.	72%	90.2%	92.2%	80%	85%	80%	85%	90%	93%	
45	% of half days missed due to absence in secondary schools maintained by the local education authority.	8.68%	7.56%	7.46%	7.84%	8.63%	8.80%	8.4% or 8.1% (6.2% Authorised & 1.9% unauthorised PSA target)	8.2%	8.1%	
46	% of half days missed due to absence in primary schools maintained by the local education authority.	6.63%	5.14%	5.71%	5.94%	6.41%	5.90%	5.6% (LPSA target: 4.1% authorised & 1.3% unauthorised)	5.4%	5.4%	
159	% of permanently excluded pupils provided with alternative tuition of 21 or more hours a week		93.48	92.5	75%	98%	Deleted as BVPI from 2006/07				Changed/new from 05/06. Definition changed to count exclusions from the date child excluded as opposed to the date of the Schools Disciplinary Committee.
181a	% of 14 year old pupils in schools maintained by the LEA achieving Level 5 or above in the Key Stage 3 test in: English,	59%	75.00%	76.25%	69.62%	64%	61% stretch 67%	65% stretch 69%	67%	68%	
181b	Maths	58%	76.10%	76.25%	69.49%	61%	60% stretch 66%	62% stretch 65%	63% stretch 68%	64%	
181c	Science	51%	70.00%	68.25%	61.10%	54%	53% stretch 62%	56% Stretch 64%	57% stretch 64%	59%	

BV PAF/Local ref.	Description	2004/05	England 2004/05	London 2004/05		2005/06 Provisional Outturn	Targets				Comments
			Top Quartile	Top Quartile	Average %yes		2005/06	2006/07	2007/08	2008/09	
181d	ICT assessment	54%	72.00%	68.30%	58.92%	63%	53% stretch 62%	62%	66%		
194a	% of pupils achieving level 5 or above in KS2 in English	25%	28.0%	28.0%	27%	25%	30%	31%	31%	31%	
194b	% of pupils achieving level 5 or above in KS2 in Maths	26%	33.0%	33.0%	30%	25%	30%	31%	31%	31%	
221a	Participation in and outcomes from youth work: Recorded Outcomes										New from 2005/06
221b	Participation in and outcomes from youth work: Accredited Outcomes										New from 2005/06
222a	Quality of early years & childcare leadership - leaders										New from 2005/06
222b	Quality of early years & childcare leadership - postgraduate input										New from 2005/06
49 A1	Stability of placements of children looked after by the authority by reference to the % of children looked after on 31st March in any year with three or more placements during the year.	14.7%	n/a	n/a	n/a	11.2%	13%	13%	12%	10%	
50 A2	Educational qualifications of children looked after by reference to the % of young people leaving care aged 16 or over with at least 1 GCSE at grades A*-G, or GNVQ.	34.20%	58.0%	56.0%	48.00%	50%	44% LPSA 46%	55%	60%	65%	
53 C28	Intensive home care per 1,000 population aged 65 or over.	24.48	15.51	23.43	18.59	23	25	24	25	25	
54 C32	Older people helped to live at home per 1000 population aged 65 or over	121	98.54	116.25	98.3	164	121	120	120	120	
56 D54	% of items of items of equipment & adaptations delivered within 7 working days	70%	89%	91%	84%	86%	90%	88%	88%	88%	

BV PAF/Local ref.	Description	2004/05	England 2004/05	London 2004/05		Targets					Comments
			Top Quartile	Top Quartile	Average %yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09	
161 A4	Employment, education and training for care leavers: % of those young people who were looked after on 1 April in their 17th year (aged 16), who were engaged in education, training or employment at the age of 19	48.50%	0.84%	0.83%	1.92%	67%	65%	68%	70%	75%	
162 C20	Reviews of child protection cases: % of child protection cases which should have been reviewed during the year that were reviewed	100%	100%	100%	99.00%	99%	99%	100%	100%	100%	
163 C23	Adoptions of children looked after: The no. of looked after children adopted during the year as a % of the no. of children looked after at 31 March who had been looked after for 6 months or more at that date.	5.2%	9.5%	6.70%	5.90%	6.4%	6%	7%	8%	9%	
195	Acceptable waiting time for assessment- average of (i) % where time from first contact to beginning of assessment is less than 48 hours & (ii) % where time from first contact to completion of assessment is less than or equal to 4 weeks	62.5%	77.2%	77.1%	71.5%	60.5%	60%	71%	75%	81%	
196 D56	Acceptable waiting time for care packages- % where the time from completion of assessment to provision of all services in a care package is not more than 4 weeks	88.94%	89.9%	90.5%	83.40%	50%	91%	87%	93%	96%	
201 C51	Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (age standardised)	86.27	73	81	64	122	120	150	150	150	
cf 62 CPA	The proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority	10.26	4.69	4.63	3.58	9.80%	10%	10%	10%		This indicator - similar to BV 62 - is used in the CPA. It comes from the Housing Investment Programme return
63 CPA	Energy Efficiency - the average SAP rating of local authority owned dwellings.	58.37	68	67	65	66.17	64	69	75	77	

BV PAF/Local ref.	Description	2004/05	England 2004/05	London 2004/05		2005/06 Provisional Outturn	Targets				Comments
			Top Quartile	Top Quartile	Average %yes		2005/06	2006/07	2007/08	2008/09	
64	The no. of private sector dwellings that are returned to occupation or demolished during the year as a direct result of action by the local authority.	834	56.25	301.25	233.72	325 (Dec 05)	150	150	150	150	The targets reflect a figure which does not include PSLs, in line with planning for the ODPM floor target of a 50% reduction in TA by 2010.
66a	Local authority rent collection and arrears: proportion of rent collected	97.6%	98.33%	97.30%	95.65%	97.37%	97.8%	97.5%	97.5%	97.5%	
66b	% of tenants with more than seven weeks rent arrears	9%				13.1%	7.5%	10%	9%	8%	New from 2005/06
66c	% of tenants in arrears who have had notices seeking possession served.	22.7%				10.66%	15%	12%	10%	10%	New from 2005/06
66d	% of tenants evicted as a result of rent arrears	0.88%				0.80%	1%	1%	1%	1%	New from 2005/06
74a CPA	Satisfaction of tenants of council housing with the overall service provided by their landlord	67%	n/a	n/a	n/a	73.67%	68%	75%	76%	77%	
74b	Satisfaction of black & minority ethnic tenants with the overall service provided by their landlord.	64%	n/a	n/a	n/a	71.1%	66%	73%	74%	75%	
74c	Satisfaction of non black-&-minority-ethnic tenants with the overall service provided by their landlord.	68%	n/a	n/a	n/a	74.7%	68%	76%	77%	78%	
75a CPA	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord.	60%	n/a	n/a	n/a	69.37%	61%	71%	72%	73%	
75b	Satisfaction of black & minority ethnic tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord.	51%	n/a	n/a	n/a	64.23%	55%	68%	69%	69%	
75c	Satisfaction of non- black & minority ethnic tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord.	66%	n/a	n/a	n/a	70.76%	66%	73%	74%	75%	

BV PAF/Local ref.	Description	2004/05	England 2004/05	London 2004/05		Targets					Comments
			Top Quartile	Top Quartile	Average %yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09	
164 CPA	Does the authority follow the Commission for Racial Equality's code of practice in rented housing?	Yes New level 2				Yes	Yes	Yes (new level 4)	Yes (new level 4)	Yes	
183a CPA	The average length of stay (weeks) in bed and breakfast accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.	19.1	1.00	5.00	13	0	4	1	1	1	
183b CPA	The average length of stay in hostel accommodation (weeks) of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.	79.34	0.00	0.00	20	54.65	40	35	30	25	
184a CPA	The proportion of local authority homes which were non 'decent' at 1st April 2005	53.57%	21%	30%	45%	50%	45%	42%	33%	23%	
184b CPA	The change in proportion of non 'decent' local authority homes which were not 'decent' at 1st April 2005	6.80%	n/a	n/a	n/a	12%	18	22	27	30	
185 CPA	% of responsive (but not emergency) repairs during the year, for which the authority both made and kept an appointment.	99.00%	90.40%	97.10%	86.20%	91%	97%	97%	98%		Re-inserted - Indicator is used in the CPA
211a New	Proportion of expenditure on responsive to planned maintenance.	47%					42%	40%	30%		Not collected in 2005/06
211b New	Proportion of expenditure on emergencies and urgent to non-urgent repairs	4%									Not collected in 2005/06
212 LHO 4 New (BV 68) CPA	Average relet times for local authority dwellings let in the financial year (calendar days)	29.6				30.5	29	27	25	25	Reintroduced for 05/06
202	The no. of people sleeping rough on a single night within the area of the authority	6	0	1	9	6	5	5	5	5	

BV PAF/Local ref.	Description	2004/05	England 2004/05	London 2004/05		Targets					Comments
			Top Quartile	Top Quartile	Average %yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09	
203	% change in the average no. of families, placed in temporary accommodation under the homelessness legislation compared with the average from the previous year	6.38%	-6.94%	5.01%	14.49%	8.49%	10%	1%	-1%	-10%	Targets reflect planning for ODPM floor target of a 50% reduction in TA by 2010, with a further significant reduction set for 09/10 and 10/11.
213 New	Households who considered themselves as homeless, who approached the local housing authority's housing advice service and for whom advice/intervention resolved their situation per 1,000 households					402	350	400	425	450	This is a new indicator as of 2005/06, and therefore targets are provisional until more information is available for benchmarking purposes.
214 New	Proportion of households accepted as homeless who have been previously accepted as homeless within last two years					1.55%	10%	8%	6%	5%	This is a new indicator as of 2005/06, and therefore targets are provisional until more information is available for benchmarking purposes. Data is published at year end only
76a	no. of claimants visited per 1,000 caseload	176.79	282.16	262.82	180.98	226	204	210	215	217	
76b	no. of fraud investigators per 1,000 caseload	0.2	n/a	n/a	n/a	0.20	0.2	0.19	0.19	0.20	
76c	no. of fraud investigations per 1,000 caseload	5.44	53.40	33.02	22.84	8	6	8	10	10	
76d	no. of prosecutions & sanctions per 1,000 caseload	2.41	5.31	3.25	2.46	2.4	2.5	3	4	5	
78a	Speed of processing: a) Average time for processing new benefit claims (calendar days)	46.5	29.4	38.5	48.38	41	42	36	31	29	
78b	Speed of processing; b) Average time for processing notifications of changes of circumstance (calendar days)	13.72	7.4	11.1	18.43	38	9	20	15	9	
79a	Accuracy of processing: a) % of cases for which the calculation of the amount of benefit due was correct on the basis of the information available to the determination, for a sample of cases checked post-determination.	97.80%	99.00%	98.00%	96.40%	98%	98%	99%	99%	99%	

BV PAF/Local ref.	Description	2004/05	England 2004/05	London 2004/05		Targets					Comments
			Top Quartile	Top Quartile	Average %yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09	
79b	Accuracy of processing: b) % of recoverable overpayments (excluding Council Tax Benefit) that were recovered in the year.	43%	49.93%	39.88%	35.20%		63%	65%	67%		Replaced by BV 79 bi & ii
79b i	Amount of HB overpayments recovered during the period as a % of total amount of HB overpayments identified during the period.					35	n/a	60	62	64	New from 2005/06
79b ii	Amount of HB overpayments recovered during the period as a % of total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.					4	n/a	5	6	7	New from 2005/06
79b iii	Amount of HB overpayments written off during the period as a % of total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.					0.1	n/a	2	3	4	New from 2005/06
199	Proportion of relevant land and highways having deposits of litter and detritus	33%	11%	20%	24%	37%	28%	25%	22%	20%	Changing in 05/06
199a	Local street and environment cleanliness (litter)	33%	11%	20%	24%	37%	28%	25%	22%	20%	New from 2005/06
199b	Local street and environment cleanliness (graffiti)					7%	7%	6%	6%	5%	New from 2005/06
199c	Local street and environment cleanliness (fly - posting)					4%	4%	3%	3%	2%	New from 2005/06
199d	Local street and environment cleanliness (fly-tipping)					3	3	2	2	1	New from 2005/06.
82ai CPA	% of household waste that has been recycled.	12.87%	17.89%	16.97%	13.72%	16.59%	13%	18%	19%	21%	Comparative data is for Waste Collection Unitries & Mets - not All
82aii CPA	Tonnes of household waste that has been recycled.	10,242				13317	10297	14257	15050	16634	New from 2005/06

BV PAF/Local ref.	Description	2004/05	England 2004/05	London 2004/05		Targets					Comments
			Top Quartile	Top Quartile	Average %yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09	
82bi CPA	% of household waste that has been composted.	1.47%	9.80%	5.45%	3.65%	3.24%	5%	5%	6%	7%	Comparative data is for Waste Collection Unitries & Mets - not All England figures
82bii CPA	Tonnes of household waste that has been composted.	1,170				2675	3960	3960	4752	5544	New from 2005/06
82c & d	Haringey is not a waste disposal authority, so it does not report these indicators.					N/A	N/A	N/A	N/A	N/A	
84a CPA	Kg of household waste collected per head.	354.18	397.70	396.20	440.9	364.4	345	355	355	355	Comparative data is for Waste Collection Unitries & Mets - not All England figures
84b	% change in household waste collected					2.89%	-2.54%	0.80%	0%	0%	New from 2005/06
86	Cost of waste collection per household.	£52.76	£35.31	£38.60	£53.50	£68	£53	£82	£82	£82	Includes £1.045m increase to cash limit for Recycling in 2006/7 - £600k investment for 'Recycling the Way Forward', £95K new NRF funding
87	Cost of waste disposal					N/A	N/A	N/A	N/A	N/A	Haringey is not a waste disposal authority, so it does not report this indicator
89	% of people expressing satisfaction with cleanliness standards	38% in 2003	66% in 2003	57% in 2003	52.09% in 2003	Survey in 2006		55%			
90a CPA	% of people expressing satisfaction with household waste collections	63% in 2003	89% in 2003	76% in 2003	71.58% in 2003	Survey in 2006		69%			Three Yearly Indicator, used in the CPA
90b CPA	% of people expressing satisfaction with recycling facilities	39% in 2003	75% in 2003	60% in 2003	52.18% in 2003	Survey in 2006		60%			Three Yearly Indicator, used in the CPA
90c CPA	% of people expressing satisfaction with Civic Amenity Sites	42% in 2003	84% in 2003	70% in 2003	60.88% in 2003	Survey in 2006		70%			Three Yearly Indicator, used in the CPA
91	% of population served by a kerbside collection of recyclables.	95%	100%	100%	90%	99.03%					Changing in 05/06
91a CPA	% of households served by a kerbside collection of recyclables (one recyclable).	95%				99.03%	99%	100%	100%	100%	New from 2005/06
91b	% of households served by a kerbside collection of recyclables (two recyclables).	95%				99.03%	99%	100%	100%	100%	New from 2005/06

BV PAF/Local ref.	Description	2004/05	England 2004/05	London 2004/05		Targets					Comments
			Top Quartile	Top Quartile	Average /%yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09	
99	Calendar Years	2003	2003	2003	2003	2004	2004	2005	2006	2007	
99a	No. of people killed or seriously injured (KSI)	191	94.00	157.00	123	131	155	135 (Outturn: 94)	124	113	
99b	No. of children KSI	19	13.00	13.00	17	19	19	14 (Outturn: 15)	13	12	
99c	No. of people slightly injured.	1012	724.00	701.00	979	866	1118	872 (Outturn: 712)	849	826	
99d	% change in BV 99a since previous year.	+6.1%				-31.40%	+7.2%	+3.1%	-8.1%	-8.9%	
99e	% change in BV 99b since previous year.	-20.8%				-20%	-3.0%	-12.5%	-7.1%	-7.7%	
99f	% change in BV 99c over previous year.	-1.9%				-3%	+11.8%	+0.7%	-2.6%	-2.7%	
99g	% change in BV 99a from 1994 - 98 average (160).	+18.6%				-18.40%	-3.5%	-15.9%	-22.5%	-29.4%	Mayor of London's target is 50% reduction by 2010.
99h	% change in BV 99b from 1994 - 98 average (23).	-18.1%				-30.4%	-17.4%	-39.1%	-43.5%	-47.8%	Mayor of London's target is 60% reduction by 2010.
99i	% change in BV 99c from 1994 - 98 average (1010).	+0.2%				-14.5%	+10.7%	-3.8%	-15.9%	-18.2%	Mayor of London's target is 25% reduction by 2010.
BV PAF/Local ref.	Description	2004/05	Top Quartile	Top Quartile	Average /%yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09	Comments
100	no. of days of temporary traffic controls or road closure on traffic sensitive roads caused by local authority road works per km of traffic sensitive road	1.02	0.10	0.20	1.60	0.58	0.1	0.1	0.1	0.1	

BV PAF/Local ref.	Description	2004/05	England 2004/05	London 2004/05		Targets					Comments
			Top Quartile	Top Quartile	Average %yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09	
223 was 96	Condition of principal roads	60%	29.00%	47.43%	51.13%	15%	50%	14%	13%	12%	04/05 was first survey using SCANNER technology and showed a huge drop in performance across London. This year a refined version of the software was used and the outturn is more in line with results from the previous methodology (BV 96, 2003/04).
224a new from 05/06	Condition of non-principal classified roads (new method)					12%	21%	19%	15%	12%	New SCANNER SURVEY
97a	Condition of non-principal classified roads (old method)	22%	9.06%	13.00%	17.89%	N/R					
224b was 97b	Condition of unclassified roads	14%	10.61%	11.95%	17.52%	11.34%	14%	14%	14%	18%	
102	Local bus services (passenger journeys per year)										Transport for London will report on this indicator
165 CPA	% of pedestrian crossings with facilities for disabled people	100%	100.0%	100.0%	94%	100%	100%	100%	100%	100%	
178	% of the total length of footpaths and other rights of way that were easy to use by members of the public.	99.3%	87.0%	99.5%	56.4%	99%	99%	99%	99%	99%	The CSS countryside agency methodology is used to produce this indicator.
187 CPA	Condition of surface footway categories 1, 1a and 2	35%	16%	15%	25%	34.31%	35%	31%	29%	28%	
215a New	Average time for rectification of streetlamp failures non DNO (days)					1.92	3.5	3.5	3.5	3	New starting in 2005/06
215b New	Average time for rectification of streetlamp failures DNO (days)					21.96	10	20	20	18	New starting in 2005/06
218a New	Abandoned Vehicles - % investigated within 24 hours of notification					96%	85%	90%	90%	90%	New starting in 2005/06
218b New	Abandoned Vehicles - % removed within 24 hours of entitlement					92.5%	85%	90%	90%	90%	New starting in 2005/06
217 New	Pollution Control - % of improvements carried out	99%				99%	99%	99%	99%	99%	New starting in 2005/06

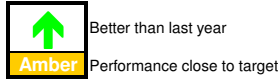
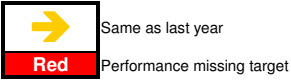
BV PAF/Local ref.	Description	2004/05	England 2004/05	London 2004/05		Targets					Comments
			Top Quartile	Top Quartile	Average %yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09	
216a New	Contaminated land - no. of sites of potential concern	Nil				168	168	168	148	133	New starting in 2005/06
216b	Contaminated land - no. of site with detailed information available as % of sites of potential concern	N/A				5%	5%	7%	10%	15%	New starting in 2005/06
106 CPA	% of new homes built on previously developed land	100%	94.0%	100.0%	97.63%	100%	99%	99%	99%	100%	
111 CPA	The % of planning applicants satisfied with the service received	63% in 2003	81% in 2003	71% in 2003	60.59% in 2003	Next survey due 2006	—	76%	—		
109a CPA	60% of major applications in 13 weeks	78.34%	68.90%	67.00%	57.64%	86%	75%	82%	85%	85%	
109b CPA	65% of minor applications in 8 weeks	78.95%	75.40%	78.95%	72.81%	82%	77%	83%	85%	85%	
109c CPA	80% of other applications in 8 weeks Gov target 80%	85.8%	88.00%	88.23%	83.57%	92%	86%	92%	92%	92%	
179 CPA	% of standard searches carried out in 10 working days	100%	100.0%	100.00%	97.32%	100%	100%	100%	100%	100%	
200	A) Do you have a development plan that has been adopted in the last 5 years? B) If 'no' are there proposals on deposit for alteration or replacement, with a published timetable for adopting those alterations or the replacement plan within 3 years	No Yes				No	Yes	Yes	Yes	Yes	
200a	Plan making LDS submitted	No				Yes					New from 2005/06
200b	Has the Authority met the milestones in the LDS?	Yes				Yes					New from 2005/06
200c	Publish annual monitoring report	Yes				Yes					New from 2005/06
204	% of appeals allowed against the authority's decision to refuse planning applications	36.7%				32%	27%	30%	27%	25%	
205	Quality of service checklist	94.4%				100%	94%	100%	100%	100%	

BV PAF/Local ref.	Description	2004/05	England 2004/05	London 2004/05		Targets					Comments
			Top Quartile	Top Quartile	Average %yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09	
166a CPA	Score against a check-list of enforcement best practice for Environmental Health	96.6%	97.00%	100.00%	90.2%	100%	96.60%	100%	100%	100%	
166b CPA	Score against a check-list of enforcement best practice for Trading Standards	96.6%	100.0%	100.0%	93%	100%	96.60%	100%	100%	100%	
119a CPA	The overall % satisfied with sports & leisure facilities	38% in 2003	60% in 2003	49% in 2003	44.45% in 2003	Next survey due 2006	N/R	50%	N/R	N/R	Three Yearly Indicator, used in the CPA
119b CPA	The overall % satisfied with libraries	53% in 2003	72% in 2003	67% in 2003	61.12% in 2003	Next survey due 2006	N/R	60%	N/R	N/R	Three Yearly Indicator, used in the CPA
119c CPA	The overall satisfied with museums/galleries	22% in 2003	50% in 2003	40% in 2003	34.67% in 2003	Next survey due 2006	N/R	26%	N/R	N/R	Three Yearly Indicator, used in the CPA
119e CPA	The overall % satisfied with parks/open spaces	67% in 2003	77% in 2003	73% in 2003	69.12% in 2003	Next survey due 2006	N/R	70%	N/R	N/R	Three Yearly Indicator, used in the CPA
220 New	Compliance against the public library service standards	3	n/a	n/a	n/a	3	3	3	4	4	New from 2005/06
170a	The no. of visits to/usages of museums per 1,000 population	164	877	340	290	170	160	165	170	170	
170b	The no. of those visits that were in person per 1,000 population	153	514	172	140	158	155	155	155	155	
170c	The no. of pupils visiting museums and galleries in organised school groups	4260	7031	5160	6888	4500	4000	4200	4300	4300	
219a New	Conservation areas - no.					28					New starting in 2005/06
219b New	Conservation areas - Character appraisals					8		25%	50%	100%	New starting in 2005/06
219c New	Conservation areas Management plans					0		43%	68%	100%	New starting in 2005/06

BV PAF/Local ref.	Description	2004/05	England 2004/05	London 2004/05		2005/06 Provisional Outturn	Targets				Comments
			Top Quartile	Top Quartile	Average %yes		2005/06	2006/07	2007/08	2008/09	
126a	Domestic burglaries per 1,000 households	34.5	6.90	15.90	19.2	28.1	26.2 (2,643 offences) 17% decrease	26.9 (2,711 offences)	23.8 (2,394 offences)		LPSA 10 To reduce domestic burglary by 14.3% compared to its March 2000 baseline : Based on current projection this indicator is set not to achieve its target of 2,643 offences (17% reduction) by March 2006.
127a	violent offences committed by a stranger per 1,000 population	20.6	3.00	12.06	20.6	43.8	36.2 (8,138 offences) 0.5% decrease	To be agreed with police			Based on current projection this indicator is set not to achieve its annual 0.5% reduction
127b	Robberies per 1,000 population	23.7	5.96	14.25	24.7	9.1	6.2 (1,401 offences) 2% decrease	To be agreed with police			Based on current projection this indicator is set not to achieve its annual 2% reduction
128a	Vehicle crimes per 1,000 population	22.2	7.77	15.73	19.48	22.7	20.7 (4,646 offences) 7% decrease	To be agreed with police			Based on current projection this indicator is set not to achieve its annual 7% reduction
174	The no. of racial incidents recorded by the authority per 100,000 population	94.8	n/a	n/a	n/a		NA	NA	NA	NA	The ASBAT, Equalities Unit and Human Resources do not believe it is appropriate to set targets for this indicator
175 CPA	% of racial incidents that resulted in further action	100%	n/a	n/a	n/a		99%	99%	99%	99%	
197	Change in the no. of conceptions to females aged under 18, resident in an area, per thousand females aged 15-17 resident in the area, compared with the baseline year of 1998	+13.9%	-17.2%	-11.4%	-0.5%						This data will be supplied to the Audit commission from the data returns from DoH.
198 A60	The no. of drug misusers in treatment per thousand head of population aged 15-44	888 in total	57.3	58.8	47.9						Local authorities will not be expected to include this PI within their BVPP

BV PAF/Local ref.	Description	2004/05	England 2004/05	London 2004/05		2005/06 Provisional Outturn	Targets				Comments
			Top Quartile	Top Quartile	Average %yes		2005/06	2006/07	2007/08	2008/09	
225	Action against domestic violence					We meet 10 out of 11 criteria.	91%	91%	91%	91%	New PI starting in 2005/06. The council is confident of answering at least 10 out of 11 questions with the required 'yes' response in 2005/06. Future Targets may change.
226a	Advice and guidance services - total expenditure	£769k				£769k	£769k	£769k	£769k	£769k	New starting in 2005/06
226b	Advice and guidance services - CLS quality mark	100%				100%	100%	100%	100%	100%	New starting in 2005/06
226c	Advice and guidance services - direct provision	0				0	0	0	0	0	New starting in 2005/06

Key:



Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	Provisional 2005/06	Target 05/06
Children's Services Monthly indicators																
BV 43a	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks excluding those affected by "exceptions to the rule" under the SEN Code of Practice. 18 cases in Feb, 113 in April to Feb.															
	98.9%	100%	100%	100%	100%	100%	100%	100%	100%	no cases	100%	100%	100%		100%	99%
BV 43b	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks including those affected by "exceptions to the rule" under the SEN Code of Practice. In April to Jan, 113 cases were done on time out of 134. In Feb 18 out of 22.															
	72%	64%	86%	100%	83%	100%	83%	82%	80%	no cases	90%	82%	89%		85%	80%
BV 49 A1	Stability of placements of children looked after by the authority by reference to the % of children looked after on 31st March in any year with three or more placements during the year. <i>CPA Key Threshold</i> We remain in the top performance banding for this indicator (<16%)															
	14.7%	14.7%	14.7%	13.2%	10.6%	10.4%	11.60%	11.8%	10.40%	12%	11.5%	13.2%	11.2%		11.2%	13%
BV 161 A4	Employment, education and training for care leavers: The % of those young people who were looked after on 1 April in their 17th year (aged 16), who were engaged in education, training or employment at the age of 19 <i>LPSA Indicator Target 65% based on 60-70 clients</i> We have made excellent progress in this area and have exceeded the target set for the year															
	49%	68%	40%	100%	50%	67%	100%	60%	80%	60%	67%	64%	50%		67%	65%
BV 162 C20	Reviews of child protection cases: The % of child protection cases which should have been reviewed during the year that were reviewed <i>CPA Key Threshold</i> Only 1 child's review did not take place in timescale this year.															
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	99%	99%	99%		99%	100%
BV 163 C23	Adoptions of children looked after: The number of looked after children adopted during the year as a % of the number of children looked after at 31 March who had been looked after for 6 months or more at that date. <i>CPA Key Threshold</i> We have exceeded our target of 20 adoptions for the year.															
	5%	0	1 adoption	0	1 adoption	1 adoption	3 adoptions	2 adoptions	3 adoptions	no adoptions	2 adoptions	3 adoptions	5 adoptions		21 adoptions 6.4%	20 adoptions or 6%
L60	SSI 50: % of all children on the register (excluding those missing and registered in the last week of the month) who were visited within the calendar month Good performance maintained. Data not available for July as report unavailable on new client system.															
	92%	94.2%	92.3%	95.1%		91.5%	95.8%	96%	94%	91%	92.6%	89%	94%		94%	95%
Local	Children's act complaints - Stage 1 responded to in 14 days															
	39%	80% 4 out of 5	100% 1 out of 1	0% 0 out of 1	50% 1 out of 2	100% 1 out of 1	50% 1 out of 2	75% 3 out of 4	75% 3 out of 4	0% 0 out of 1	50% 2 out of 4	100% 6 out of 6	60% 3 out of 5		69% 25 out of 36	50%
Local	Children's act complaints - Stage 2 responded to in 28 days Although only 1 of the 12 cases since April has been completed on time, 10 have been completed within 90 days. Stage 2 complaints involve the appointment of two external specialists, an investigating officer and a dedicated person for the child or young person. The consequence is that progress on these complaints is particularly susceptible to the availability of people outside the Council. Once appointed the investigating officer and the independent person meet the complainant to clarify the exact nature of the complaint and get them to sign it off. Only after the complainant has signed do they proceed with the investigation. Following a survey of practice in other London Boroughs the timescale for stage two complaints is now being counted from the time the complaint is signed off. It is hoped that this will improve the performance on these timescales, though discussions with other Boroughs has revealed a general widespread difficulty in responding to stage two complaints within the timescales.															
	20%	0%	0%	0%	0%	None	None	None	None	None	20% 1 out of 5	None	0% 0 out of 1		8% 1 out of 12	20%

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	Provisional 2005/06	Target 05/06
Environment Monthly indicators																
BV 109a	% of major planning applications determined within 13 weeks (Gov't target 60%) <i>CPA Key Threshold</i> 1 in March. 37 out of 43 in year. Government and local targets beaten.															
	78%	100%	100%	100%	100%	none determined	86%	83%	100%	71%	50%	67%	100%	Green	Green	
BV 109b	% of minor applications determined in 8 weeks (Gov't target 65%) <i>CPA Key Threshold</i> 44 applications on time in Mar (out of 53). 472 out of 579 in year. Government and local targets beaten.															
	79%	86%	77%	82%	81%	86%	76%	84%	83%	80%	83%	80%	83%	Green	Green	78%
BV 109c	% of other applications determined in 8 weeks (Gov't target 80%) <i>CPA Key Threshold</i> In Mar, 112 applications done on time out of 122. 1198 out of 1308 in year. Government and local targets beaten.															
	86%	92%	91%	89%	93%	89%	93%	93%	93%	95%	91%	88%	92%	Green	Green	86%
BV 204	% planning application appeals allowed against the authority's decision to refuse. <i>New for 2004/05</i> Appeals continue to cause the council concern. 3 cases allowed in Mar out of 10 appeals, 35 out of 109 in year															
	38%	33%	21%	9%	20%	42%	33%	44%	42%	no cases	46%	0%	30%	Green	Green	35%
BV 215a	Average days to repair street lighting faults (except faults relating to power supply - see below) <i>New starting in 2005/06. Our District Network Operator (electricity supplier) is EDF</i> The repair of street lights has remained below target of 3.5 days for the whole year. The performance contract started in April 2005 has delivered what we set out to achieve. Electronic transfer of information to EDF should improve this performance further.															
	N/A	1.86	1.95	1.54	1.09	1.54	1.36	3.02	2.29	2.19	2.09	2.04	2.21		1.92	3.50
BV 215b	Average days to repair street lighting power supply related faults (these are handled by our District Network Operator - currently EDF) <i>New starting in 2005/06. Our District Network Operator (electricity supplier) is EDF</i> The repair of cable faults by the distribution network operator, DNO, has been poor with the overall result at more than double the target and also double what EDF claim is their average time. The result is in line with neighbouring boroughs: In some cases they are worse - only one council claims less, but cannot offer the method of calculation.															
	N/A	10.50	3.00	20.33	38.30	18.31	29.69	17.80	27.33	17.26	23.34	23.13	20.45		21.96	10
BV 218a	% of reports of abandoned vehicles investigated within 24 hrs of notification <i>New starting in 2005/06</i> Excellent performance in March and also for the year.															
	tbc	96.8% (393 out of 406)	99.6% (224 out of 225)	96.2% (379 out of 394)	92.0% (333 out of 362)	96.3% (336 out of 349)	93.0% (334 out of 359)	98.7% (392 out of 397)	94.5% (69 out of 73)	94.8% (165 out of 174)	95.8% (159 out of 166)	92.2% (249 out of 270)	98.8% (250 out of 253)		96.0% (3,432 out of 3,576)	85%
BV 218b	% of abandoned vehicles removed within 24 hrs (from when the LA is legally entitled to remove them) <i>New starting in 2005/06</i> Excellent performance this month and exceeded the target for the year by a good margin.															
	tbc	81.5% (128 out of 157)	90.0% (45 out of 50)	94.5% (121 out of 128)	96.4% (107 out of 111)	94.1% (111 out of 118)	99.2% (120 out of 121)	96.2% (101 out of 105)	98.6% (218 out of 221)	87% (87 out of 100)	94.5% (52 out of 55)	91.8% (56 out of 61)	94.9% (56 out of 59)		92.5% (1053 out of 1138)	85%
BV 82ai +bi	% of household waste which has been recycled or composted <i>CPA Key Threshold</i> Recycling/composting performance for 2005/06 reached 19.69%. This performance exceeds the statutory target of 18% by a good margin.															
	14%	18.1%	18.6%	19.95%	19.2%	19.3%	20.5%	21.03%	20.2%	20.5%	20%	20.8%	18.5%	Green	Green	18%
BV 84a	Kg of household waste collected per head (seasonally adjusted annual equivalent) <i>Amber is awarded if performance is top quartile (London 2004/05). CPA upper threshold is 355</i> The figure for 2005/06 of 364.5kg is above the target of 345kg. This was a very challenging target given the Council's strong performance in 2004/05. The introduction of the home composting scheme in January 2006 should have an impact for 2006/07. Sales of composting bins have been strong in spring with 515 sold in March alone.															
	354	371.3 (actual 30.5)	378.7 (actual 32.1)	357.5 (actual 32.3)	341.2 (actual 30.4)	372.0 (actual 31.2)	371.6 (actual 31.8)	385.6 (actual 31.4)	365.2 (actual 32.0)	354.7 (actual 27.1)	359.8 (actual 29.3)	356.9 (actual 25.2)	359.6 (actual 31.2)	Amber	Amber	345

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	Provisional 2005/06	Target 05/06
BV 99a	Number of casualties - All killed or seriously injured (KSI). Seasonally adjusted annual equivalent.															
	Figures here are for calendar year 2005. Performance of less than 139 in 2005 would take us across the lower CPA threshold (because it would reduce the 3 year rolling average as used by the CPA to less than 153.6)															
	Provisional figures indicate that the casualties did not exceed the annual target for 2005. October's is the latest data received from TfL. The data should be used with caution.															
	2004	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct			Green	Green	2005
	131	Jan: 70 (actual: 6)	Feb: 105 (actual: 8)	Mar: 83 (actual: 7)	Apr: 103 (actual: 8)	May: 88 (actual: 8)	Jun: 59 (actual: 5)	Jul: 91 (actual: 9)	Aug: 76 (actual: 6)	Sep: 38 (actual: 3)	Oct: 96 (actual: 8)				Jan to Oct: 82 (actual: 69)	138 (CPA threshold)
Was BV 88	Number waste collections missed per 100,000 household waste collections (from Accord)															
	LPSA Indicator															
	Performance for March was the second best monthly figure for 2005/06. This gave a final outturn of 129 missed collections per 100,000 households, a figure which is narrowly better than the 130 target for the year.													Green	Green	
	190	149	150	149	148	128	116	119.8	120.5	117.6	120	121	117		129.4	130
L	Incidents of dumped rubbish reported to the Accord Call Centre (seasonally adjusted annual equivalent).															
	LPSA Indicator															
	March's figure shows a slight increase in comparison to recent previous months. However, the target has been achieved with the YTD performance of 5,267 being well below the set target of 8,246.													Green	Green	
	10,859	6,142 (actual: 474)	5,636 (actual: 429)	4,799 (actual: 484)	4,420 (actual: 423)	4,311 (actual: 426)	5,169 (actual: 504)	4,688 (actual: 405)	4,967 (actual: 410)	4,765 (actual: 394)	5,960 (actual: 431)	6,861 (actual: 419)	6,739 (actual: 468)		5,267	8,246
L 790	Zone 1 Streets of an acceptable standard of cleanliness (Accord)															
	The standard of cleanliness in zone 1 roads for March exceeded the target level of 95%. The performance for the year has surpassed the set target with 98.8% being achieved.													Green	Green	
	97.7%	98.3%	98.5%	99.2%	98.8%	99%	98.2%	98.9%	98.2%	98.8%	99.0%	99.4%	98.5%		98.8%	95%
L	Sports & Leisure usage (seasonally adjusted annual equivalent)															
	Figures seasonally adjusted to a profile supplied by Recreation, and revised wef the October report.															
	Opening of new/refurbished facilities at Park Road has had a positive impact, which together with improvement at Tottenham Green has led to an outturn of 3% (27K) above target, and will inform increased target for 2006/7													Green	Green	
	876,581	878,270 (actual: 71,349)	801,226 (actual: 81,274)	882,069 (actual: 94,960)	848,447 (actual: 87,331)	808,001 (actual: 76,013)	850,795 (actual: 80,781)	964,117 (actual: 69,584)	938,285 (actual: 67,295)	1,010,364 (actual: 49,665)	922,968 (actual: 70,037)	1,076,723 (actual: 75,376)	1,105,444 (actual: 87,084)		910,749	883,908
	Parks cleanliness Index															
	Above target performance sustained for 3/4 of the year and end of year outturn, Particular attention to be given to early summer period 06/07													Green	Green	
	79.20	73.2	76.9	81.11	79.46	79.81	83.52	82.30	83.6	83.3	84.69	81.65	84.47		80.92	80
Housing Monthly indicators																
Ex. BV 185	The % of responsive (but not emergency) repairs during the year, for which the authority both made and kept an appointment.															
	A new work scheduling computer system was implemented mid year which has hampered accurate performance data collection but will help improve performance in 06/07.													Red	Red	
	99%	96.36%	95.9%	98%	96%	96%	97%	90%	90.5%	91%	93%	90%	92%		91.0%	99%
BV 183a	The average length of stay in bed and breakfast accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need. (Amended definition applied wef Apr)															
	CPA indicator															
	19.1 (old definition)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4
BV 183b	The average length of stay (weeks) in hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.															
	The retrospective nature of this PI continues to mean low performance, as we cannot control how hostel usage was maintained in the past. However, work will continue in 06/07 to look at our current option for hostel usage.													Red	Red	
	79.34	69.64	25	41.33	74.55	56.33	153	57.86	140.33	69.78	71.33	56	54		67.41	40.00
BV 212 LHO 4	Average relet times for local authority dwellings let in the financial year (calendar days)															
	Reintroduced for 05/06 - Ex. BV 68															
	This figure is provisional, whilst final data integrity work is being completed, with an expectation that the year end figure will slightly improve. The data over the year shows a marked improvement that reflects the work of the Voids Improvement Group, which will continue in the new year.													Amber	Red	
	29.6	32.78	30.83	34.29	33.73	27.53	31.03	25.89	36.34	26.04	23.75	28.35	28.66		30.52	29 LPSA 25

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	Provisional 2005/06	Target 05/06
BV 66a	Local authority rent collection and arrears: proportion of rent collected															
	Continued good performance relative to the other London LAs falling just short of target														Amber	
	97.6%	91.84%	96.11%	96.65%	96.95%	97.05%	96.71%	96.73%	97%	96.6%	97%	97%	97%		97.37%	97.8%
BV 66b	Percentage of tenants with more than seven weeks rent arrears															
	New from 2005/06														Red	Red
	9%	N/A	N/A	11.8%	12.2%	11.89%	13.02%	13%	13.6%	13.9%	14.2%	11%	13.1%		13.1%	8%
was BV 67	Decisions on homelessness applications made in 33 days															
	A succesful reduction of backlog cases resulted in a fall in performance, just under target. New case assessment standards will improve performance in the future, as well as further enhance the quality of decision making..														Green	Amber
	81.10%	100%	97.04%	97.83%	94.16%	96.67%	98.9%	95.0%	78.53%	80.36%	59.9%	80.49%	93.53%		89.02%	92%
LHO 6 Was (BV73)	The average time taken to complete non-urgent responsive repairs (calendar days)															
	Revised methodology for calculation (now includes all repairs) introduced during year whereas target set on previous year methodology.														Red	Red
	21	-	-	19.96 (Q1)	-	16.60	17.86 (Q2: 17.80)	14.89	13.67	14.18	15.13	14.67	15.12		16.98	10
LHO 5 (BV 72)	The % of urgent repairs completed within Government time limits.															
	The only exclusions in this PI are heating breakdowns attended by our gas contractors.														Amber	Green
	97%	100%	99.7%	98%	98.8%	98%	96.4%	97%	98.3%	98%	99%	95%	94%		98.2%	97%
Social Services Monthly indicators																
BV 54 C32	Older people helped to live at home per 1000 population aged 65 or over															
	February's information is based on the updated Framework-i reports.														Green	
	121	122	121	116	120	122	131	115	145	116	165	167	163		163	127
55 D40	Adult and older clients receiving a review as a percentage of those receiving a service															
	This is a joint (older people and adults) indicator.														Red	
	Since Framework-i went live we have monitored a combination of FI and Client Index reports to obtain meaningful outturns. However as data quality on FI has improved and migration and report issues have been fixed this method pushed the figures artificially high. Since December we are relying on FI reports only to provide a more accurate outturn.														Red	
	61%	53%	61%	62%	62%	58%	64%	66%	72%	42%	49%	47%	44%		44%	75%
BV 56 D54	% of items of items of equipment & adaptations delivered within 7 working days															
	CPA Key Threshold														Green	Green
	February's performance and the year to date position comfortably exceeds the target.														Green	Green
	70%	72%	87%	70%	73%	91%	93%	90%	86%	91%	97.1%	94%	90%		86%	80%
BV 58 D39	% of people receiving a statement of their needs and how they will be met.															
	Joint Indicator for Adults & Older People - Deleted as BVPI from 05/06														Red	
	Framework I report only available since January 2006. Improvement project is in progress.														Red	
	89%	87%	88%	95%	95%	95%	95%	95%	95%	95%	64%	65%	69%		69%	95%
BV 195	Acceptable waiting time for assessment - average of (i) % where time from first contact to beginning of assessment is less than 48 hours & (ii) % where time from first contact to completion of assessment is less than or equal to 4 weeks															
	D55 CPA Key Threshold. This PI is based on acceptable waiting times for assessment for new older clients (65+). An improvement project is currently in place in conjunction with the OP Service.														Red	
	62.5%	62%	62%	62%	62%	63%	65%	66%	70%	64%	59.7%	54%	59%		59%	70%
BV 196	Acceptable waiting time for care packages - % where the time from completion of assessment to provision of all services in a care package is less than or equal to 4 weeks															
	D56 CPA Key Threshold. This PI is based on acceptable waiting times for care packages for new older clients (65+). Project in progress to improve performance.														Red	
	89.9%	89%	88%	88%	88%	87%	84%	88%	89%	88%	50%	69%	74%		74%	91%
Paf C26	Supported admissions to residential/nursing care per 10,000 population over age 65 [annual equivalent]															
	CPA Key Threshold (using 2003 mid year estimate population of 21,100)														Red	
	The new SR1 definition states that temporary to permanent transfers should also be included. This has increased the overall performance of C26. March's performance is based on 124 admissions since April.														Red	
	56.10	97.10	74.30	64.80	61.40	58.30	54.30	53.10	51.43	50.16	74.90	64.40	64.80		64.80	50.5

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	Provisional 2005/06	Target 05/06
Paf C62	The number of carers for Adults & Older People receiving a carer's break or specific carer's service as a proportion of all Adult clients receiving a community based service															
	This indicator was introduced mid year 2004 and the 2004/05 outturn was calculated by scaling up six months worth of data. We now have a full year's data from which to calculate PAF C62 and these figures suggest a lower level of performance. CSC1 have recently published performance bandings which give us an opportunity to benchmark our performance with others. Following the release of these performance bandings and national targets, the 05/06 target has been adjusted to 12% which is within the top performance banding.															
	24%	25.7% scaled up	24.0% scaled up	22.43% scaled up	22% scaled up	20.4% scaled up	18.2%	18%	15%	17%	14%	13%	6%		6%	12%
LPSA 8	Percentage of all identified carers of older people aged 65+ receiving an assessment <i>LPSA 8 (=PAF D43 2002/03 defn)</i>															
	Based on 188 Assessments of Older People from 221 known carers.															
	N/A	82%	82%	82%	82%	82%	84%	83%	83%	68%	68%	85%	85%		85%	90%
PAF D43	Number of new clients (adults and older people) where time from first contact to first service is more than 6 weeks															
	Data currently not available due to further report testing.															
	301	280	284	272	366	460	497	661	762	225	tbc	tbc	tbc		225	125
BV 201 C51	Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (age standardised)															
	<i>CPA Key Threshold</i> Performance continues to improve month on month and the 05/06 target has been met.															
	86	84.66	86	95	102	109	107	117	118	117	119	126	122		122	120 by Mar
Local	NHS & Community Care Act Complaints - Stage 1 responded to within 14 days															
	62%	50%	100%	86%	50%	75%	80%	90%	50%	25%	50%	100%	100%		100%	70%
Local	NHS & Community Care Act Complaints - Stage 2 responded to within 28 days															
	0%	N/A	N/A	N/A	N/A	0%	N/A	N/A	0%	N/A	N/A	0%	N/A		0%	30%
Finance Monthly indicators																
BV 8	The percentage of invoices for commercial goods and services that were paid by the authority within 30 days of such invoices being received by the authority <i>CPA Key Threshold</i>															
	The sharp downturn in the borough's performance for January is directly related to the implementation of SRM. Many invoices were delayed while procurers attempted to 'place their orders' and encountered difficulties adjusting to the new system. Many invoices were delayed as procurers encountered difficulties in adjusting to the new system for goods receipting.															
	85%	90.3%	88.4%	89.5%	90.4%	89.1%	88.7%	90.7%	90%	89.4%	83.0%	87.1%	86.4%		88.5%	90.0%
BV 9	The percentage of council taxes due for the financial year which were received in year by the authority. <i>CPA Key Threshold</i>															
	The provisional performance is close to target and shows a consistent collection rate throughout the year.															
	93%	92.8%	93.9%	93.2%	93.2%	93.4%	93.3%	93.3%	93.3%	91.5%	93.0%	92.8%	93.6%		93.3%	93.5%
BV 10	The percentage of non-domestic rates due for the financial year which were received in year by the authority. <i>CPA Key Threshold</i>															
	The provisional performance shows that the target has been achieved.															
	98.6%	98.6%	98.9%	99.1%	98.8%	98.8%	99.3%	99.1%	99.1%	97.0%	104%	99%	99%		99%	99%
78a PM1	Performance Indicator for average speed of processing new claims (Standard 36 days) <i>Measured in days</i>															
	The provisional performance figures show that steady improvement has been made during the year but took a downward turn in the final quarter due to the Hemel fire. However the provisional final year figure is above target.															
	46.5	47	44	44	44	40	40	36	36	42	45	42	45		41	42
PM5	Performance Indicator for average speed of processing change of circumstances (Standard of 9 days – subject to review) <i>Measured in days</i>															
	The Department of Works and Pensions has introduced a revised calculation for this indicator. A re-organisation of work priorities has seen an improvement in the provisional March figure, currently work is being undertaken to estimate a revised annual position and the target will require amending.															
	14	20	18	17.6	17	18	18	18	29	33	41	37	27		36	18

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	Provisional 2005/06	Target 05/06
Chief Executive's Monthly indicators																
BV 12 CPA	Working days lost due to sickness per FTE employee <i>FTE = full time equivalent</i>															
	The YTD progress includes late reporting of sickness inevitably missing from monthly figures													Red	Red	
	0.64 Annual Equivalent	0.72 Annual Equivalent	0.75 Annual Equivalent	0.75 Annual Equivalent	0.61 Annual Equivalent	0.68 Annual Equivalent	0.76 Annual Equivalent	0.79 Annual Equivalent	0.82 Annual Equivalent	0.77 Annual Equivalent	0.71 Annual Equivalent	0.89 Annual Equivalent				
	9.53	7.7	8.6	9.0	9.0	7.3	8.2	9.1	9.5	10.5	9.3	8.5	10.7		10.6	8.8
BV 117	The number of physical visits per 1,000 population to public libraries <i>Deleted as BVPI from 05/06</i>															
														Green	Green	
	871 Annual Equivalent	829 Annual Equivalent	813 Annual Equivalent	814 Annual Equivalent	767 Annual Equivalent	821 Annual Equivalent	903 Annual Equivalent	825 Annual Equivalent	699 Annual Equivalent	810 Annual Equivalent	804 Annual Equivalent	888 Annual Equivalent				
	9,032	10,448	9,944	9,754	9,765	9,205	9,850	10,836	9,898	8,394	9,720	9,721	10,656		9,843	9,000
Local	Members Enquiries, percentage responded to within 10 working days															
	3503 out of 4142 on time in year to date													Red	Amber	
	71%	82%	82%	84%	83%	89%	85%	87%	82%	84%	88%	87%	79%		85%	90%
Local	Local Resolution complaints (stage 1) responded to within 15 working days															
	1587 out of 1994 on time in year to date													Green	Green	
	75%	79%	80%	81%	81%	83%	76%	82%	80%	69%	78%	83%	82%		80%	80%
Local	Service investigation complaints (stage 2) responded to within 25 working days															
	151 out of 204 completed on time so far this year													Amber	Red	
	76%	75%	47%	92%	78%	76%	65%	87%	72%	82%	69%	75%	77%		74%	80%
LCE1	Independent review (stage 3) public complaints responded to within 25 working days															
	One stage 3 in March. 32 out of 34 completed in timescale in the year.													Green	Green	
	86%	100%	100%	100%	N/A	100%	100%	100%	100%	100%	67%	80%	100%		94%	90%
L	Freedom of information act replies within 20 day time scale															
	The relatively low out-turn figure was as a result of some Directorates failing to achieve satisfactory performance levels across the year. This is being addressed and 2006/7 should see an overall increase in the percentage of requests replied to on time.													Red	Red	
	N/A	60%	68%	72%	65%	53%	73%	74%	70%	49%	72%	57%	63%		65%	90%
L	Waiting times - % personal callers to Customer Service Centres seen in 15 minutes															
	Despite the re-allocating of staff between Centres, we failed to achieve our target. This was as a result of increased demand in March, which we are working on understanding. Further work is being carried out during April and May to be quicker to react to increases in demand at our CSC's, whilst looking at improving our productivity levels further.													Red	Red	
	77%	74%	56%	67%	67%	75%	68%	67%	62%	80%	47%	52%	49%		63%	70%
L	Switchboard- Telephone answering in 15 seconds															
	Actions are in place to return this service level to a more cost effective level.													Green	Green	
	92%	98%	98%	99%	98%	98%	98%	97%	96%	98%	98%	98%	97%		98%	90%
L	Council Wide Position- Telephone Calls answered within 15 seconds as a % of total calls <i>(total includes those that reached the busy signal and unanswered calls)</i>															
	Year out-turn above target. Customer Services continuing to work with BU's on improving this performance further.													Amber	Green	
	67%	N/A	N/A	81%	81%	83%	80%	81%	80%	83%	80%	78%	73%		79%	75%
Call Centre Totals																
	Calls answered in 15 Secs as % of calls presented															
	The Call Centre has received a higher number of calls this year, a 28% increase on the previous year. We achieved an average waiting time of 49 seconds, hampered significantly by performance in the last 3 months. Staff productivity has improved, but needs to be focussed on further. Closer relationships with Client Services are vital, as when demand for them changes at short notice, planned staffing in the Centre can become compromised. Work is also underway on understanding the significant increase in demand. There have been some IT difficulties, but these are now improving.													Red	Red	
	43.0%	84.0%	61.9%	67.8%	66.6%	67.6%	78.3%	64.9%	51.2%	62.9%	40.5%	45.2%	15.5%		55%	70%
	Calls answered as percentage of all calls presented															
	Year out-turn above target.													Red	Green	
	65.3%	97.34%	92.11%	94.52%	89.20%	95.32%	94.94%	94.87%	90.45%	93.58%	83.9%	90.32%	54.36%		86.2%	85%
	Average queuing time <i>Min:Sec</i>															
	Average queuing time rose in March 2006, due to Annual Billing - (duplicate payments, benefits not on all accounts and the introduction of allpay cards not being fully understood by our customers until they telephoned.)													Red	Red	
	01:02	00:13	00:37	00:29	00:35	00:24	00:16	00:26	00:51	00:35	01:15	00:53	02:44		00:49	40 Secs

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	Provisional 2005/06	Target 05/06
Children's Services Other indicators																
BV 45	% of half days missed due to absence in secondary schools maintained by the local education authority. LPSA The figure shown is the end of year figure as at 7th July. These figures are confirmed by DfES															
	8.7%			8.6%											Green	8.6%
BV 46	% of half days missed due to absence in primary schools maintained by the local education authority. LPSA The figure shown is the end of year figure as at 7th July. These figures are confirmed by DfES															
	6.7%			6.4%											Red	6%
38	% of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs at grades A*- C or equivalent. 48.5% is now the confirmed final result for 2005/06															
	43.7%														Green	46%
Local LPSA	Average points score of Black African pupils at Key Stage 2 Good progress on this target. Needs to be maintained for 2006.															
	25.50														Amber	26.00
Local LPSA	Average points score of Black Caribbean pupils at Key Stage 2 LPSA Some progress has been made- but there is a danger that this target will not be met in 2006.															
	25.50														Amber	26.10
BV 50 A2	Educational qualifications of children looked after by reference to the % of young people leaving care aged 16 or over with at least 1 GCSE at grades A*- G. or GNVQ. LPSA CPA Key Threshold															
	LPSA stretch target exceeded with 50% of looked after children achieving at least 1 GCSE at grades A-G														Green	
	34%														Green	46%
Section 6 CCC	The number of children looked after for 12+ months who obtained at least 5 GCSE' at grade A* to C LPSA Target: 14 Children by summer '06 In 2004 7 children achieved 5 GCSEs A-C and in 2005 another 7 so the target of 14 has already been achieved with a year to spare.															
															Green	14
Housing Other indicators																
Local	The number of under-occupied tenancies re-housed LPSA															
	45	1	7	3	6	7	12	9	12	14	11	10	6	Green	Green	95
DMT 10	Tenancies re-housed under the Moving out of London Scheme LPSA Making steady progress in this area - confident that the revised target of 45 moves will be met by Mar 06															
	23	1	4	2	7	4	8	6	6	5	2	2	7	Green	Green	45 LPSA target 50
BV 63	Energy Efficiency - the average SAP rating of local authority owned dwellings. LPSA															
	58														Green	64
BV 213	Households who considered themselves as homeless, who approached the local housing authority's housing advice service and for whom advice/intervention resolved their situation per 1000 households New starting in 2005/06															
	N/A	34	42	39	42	75	26	12	38	20	31	10	33	Green	Green	350
BV 214	Proportion of households accepted as homeless who have been previously accepted as homeless within last two years New starting in 2005/06															
	N/A														Green	10%
BV 184a	The proportion of local authority homes which were non 'decent' at 1st April CPA Key Threshold															
	48%	49.84%	49.70%	46.85%	46.61%	46.38%	46.19%	46.00%	45.74%	45.47%	45.24%	45.02%	44.69%	Green	Green	46%
based on BV 184b	The change in proportion of non 'decent' local authority homes which were not 'decent' at 1st April. CPA Key Threshold															
		-7%	-7%	-12%	-12%	-13%	-13%	-9%	-9%	-9%	-9.49%	-9.78%	-10.34%	Red	Red	-15.8%

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	Provisional 2005/06	Target 05/06	
BV 74a	Satisfaction of tenants of council housing with the overall service provided by their landlord																
	67%														73.67%	68%	
BV 75a	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation																
	60%														69.37%	61%	
LHO 7	% of permanent social lettings which are made through the choice-based lettings processes LPSA																
	61%	27%	51%	22%	33%	43%	43%	37%	36%	41%	40%	41%	51%	Red	Red	80%	
Environment other indicators																	
BV 199a	Local street and environment cleanliness (litter) <i>New from 2005/06</i> This result is a worsening of the performance achieved in 2004/05 and one which meant that the target for the year has been missed by a significant margin. The scores are provided by independent survey carried out by ENCAMS through the Capital Standards programme. The Waste Management Service has examined survey data for tranche 2 (of 3) and raised questions with Capital Standards as half of the locations surveyed were outside the target wards. Capital Standards has provided a response and this is being investigated. Detailed data for tranche 3 will not be available for scrutiny until late in May 2006.																
	32%				23%					42%				44%	Red	37%	30%
BV 199b	Local street and environment cleanliness (Graffiti) <i>New from 2005/06</i> At present there is no London wide comparison data available for this element of the PI. However 6% is considered to be a very good level of performance and when comparative data is available, we believe this will compare favourably with other London boroughs and this will also inform the process of target setting.																
	n/a				5%					8%				6%		6%	
BV 199c	Local street and environment cleanliness (Fly - posting) <i>New from 2005/06</i> At present there is no London wide comparison data available for this element of the PI. However 4% is considered to be a very good level of performance. When comparative data is available, we believe we will compare favourably with other London boroughs and this will also inform the process of target setting.																
	n/a				2%					5%				5%		4%	
BV 199d	Local street and environment cleanliness (fly-tipping) <i>New from 2005/06</i> The performance measure will be based on a combination of year-on-year reduction in total incidents of fly-tipping dealt with, as recorded on Screen 1 of Flycapture, and a year-on-year increase in actions taken against fly-tipping, as recorded on Screen 2 of Flycapture. The statements below illustrate the marking awarded to the various combinations: Total number of incidents dealt with decrease & total number of enforcement actions increase. Grading: 'Very Effective' or '1' Only total number of incidents decrease. Grading: 'Effective' or '2' Only total number of enforcement actions increase. Grading: 'Good' or '3' Total number of enforcement actions decrease. Grading: 'Poor' or '4' Total number of incidents increase. Grading: 'Poor' or '4'																
					3										3		
BV 91b	% of population served by a kerbside collection of recyclables. More than one recyclable																
	95%														99.03%	99%	
BV 223	Condition of principal roads- % in need of repair CPA Key Threshold from 2006 - was BV 96 using different survey methodology The 15% is the SCANNER survey result with is a different methodology to that used last year and compares favourably against a number of other Local Authorities. Some authorities whose score is worse than ours include Camden, Westminster, Islington, Tower Hamlets, Hammersmith, Newham and Lambeth.																
	59%														15%	55%	
BV 224a	Condition of non-principal classified roads - % in need of repair CPA Key Threshold from 2006 - was BV 97a using different survey methodology																
	22%														12%	21%	
BV205	Quality of service checklist <i>New for 2004/05</i>																
	94%														100%	94%	

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	Provisional 2005/06	Target 05/06
Social Services other Indicators																
53	Intensive home care per 1,000 population aged 65 or over. <i>PAF C28 CPA</i>															
	24.1	24.5	24	24	24	24	24	23	23	23	23	23	23		Red	30
Local	Number of people placed in long term extra care sheltered housing places, excluding step down provision <i>LPSA</i>															
	60			60						60				60	Green	65 or LPSA target 45
Finance Services other indicators																
BV 156	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people															
	22%			22%									27.0%		Green	25%
PM2	Percentage of new claims outstanding over 50 days (Standard 10%) The end of year figure is a provisional one, although this is classified as a 'good' score for CPA ratings an improvement is required. The service is identifying ways to reduce the length of time it takes for customers to return proofs to enable the claim to be processed. Similar to new claims (BVP178a) mobile processing and improved information collation with customers who visit are being implemented.															
				19%				10.8%					16.0%		20%	9%
PM10	What is the percentage of interventions when review action commenced in the last quarter against the annual target? The annual target has been exceeded. This equates to an 'excellent' score for CPA purposes.															
				16%				38.5%					83.7%		105%	100%
PM12	What is the percentage of visits carried out against the annual target? The annual target has been exceeded. This equates to an 'excellent' score for CPA purposes.															
				33%				63%					94.4%		118%	100%
Chief Executive's Other indicators																
BV 14	Employees retiring early (excluding ill-health retirements) as a % of the total work force <i>Annual equivalents shown</i> 8 early retirements															
	0.37%			0.00%				0.12%					0.19%		0.00%	0.20%
BV 15	Employees retiring on grounds of ill health as a % of the total workforce <i>Annual equivalents shown</i> 13 Employees in the pension scheme retired due to ill health															
	0.35%			0.17%				0.04%					0.23%		0.08%	0.30%
BV17a	The percentage of staff from minority ethnic communities															
	40.8%			41.7%				41.6%					41.5%		44.6%	40.8%
BV 11a	The percentage of top 5% of earners that are women															
	49.7%			50.0%				52.4%					56.1%		55.9%	50%
BV 11b	The percentage of top 5% of earners from ethnic minority communities															
	23.6%			24.7%				25.4%					23.5%		21.1%	25%
BV 11c	The percentage of top 5% of earners declaring they meet the Disability Discrimination Act disability definition <i>New for 2005/06</i>															
	4.5%			4.9%				5.0%					4.8%		4.1%	
BV 220	Compliance against the public library service standards <i>New from 2005/06</i> Our current assessment is that we meet 8 of the 10 library standards getting 2 points for each standard we meet and an additional point for the fact that 100% of households are within a mile of a library equating to 17 points. It is possible that we can acquire an additional 0.5 point if the 2 standards not met are within 5% of being fully met. This is then scored on a scale of 1 to 4 with 4 being the highest and requiring 18 plus points.															
	3														3	
LPSA	Change in cost effectiveness															
	115.60														Green	105.00
BV 126	Domestic burglaries per 1,000 households (seasonally adjusted annual equivalent) LPSA target is to reduce the number of domestic burglaries to 2,643 which equates to a 17% reduction. Whilst we have met the standard 8% reduction target, projections as at Feb '06 show that we are unlikely to hit our LPSA target.															
	34.5	24.9	26.4	26.0	25.6	26.8	27.5	27.9	28.3	28.0	28.0	28.1		Green	28.1	31.7

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The Executive
On 13 June 2006

Report title: Programme Highlight Report April 2006	
Report of: The Chief Executive	
Ward(s) affected: All	Report for: Non Key Decision
<p>1. Purpose</p> <p>1.1 To provide highlight reports for all the Council's corporately significant projects, covering the period up to the end of April 2006.</p>	
<p>2. Introduction by Executive Member for Organisational Development and Performance Management (Cllr Dhiren Basu)</p> <p>2.1 Following the Audit Commission review of project management, members expressed concern about the need to strengthen programme and project management processes.</p> <p>2.2 The Council's response to the Audit Commission recommendations was presented to the Executive on 21 February. One of the key actions agreed by members was that the programme highlight report, which contains progress reports and management summaries of key Council projects, should be reported to the Executive each month.</p> <p>2.3 Accordingly, this report sets out the highlight report for projects that report to the programme up to the end of April 2006. The detailed programme report is shown in appendix 1, with the main highlights shown in the covering report on an exception basis.</p> <p>2.4 This is the first report to Members that includes details of all the Council's corporately significant internal and external projects. Prior to changes to the programme structure implemented in April, previous reports only covered the Council's large internal projects and did not include details of externally focussed projects such as the schools building programme and regeneration projects.</p>	
<p>3. Recommendations</p> <p>3.1 To note the report.</p>	

Report authorised by: Dr Ita O'Donovan, Chief Executive

**Contact officers: James Davis, Improvement and Performance
Tel: 020 8489 2510**

**Lauren Watson, Improvement and Performance
Tel: 020 8489 2514**

4. Executive Summary

- 4.1 This report sets out the routine project highlight reports for the Council's programme of projects in April 2006.
- 4.2 The programme highlight report shown in Appendix 1 provides a management summary that sets out progress over the reporting period. A traffic lights system, like the one used in the Finance and Performance report, shows the project status against key indicators.
- 4.3 Key highlights from the programme are shown in the covering report on an exception basis.

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

- 5.1 None

6. Local Government (Access to Information) Act 1985

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

- 6.1 Report to Executive on 21 February: Programme and Project Management – Response to the Audit Commission Review of Project Management.
- 6.2 Detailed project highlight reports.

7. Background

- 7.1 The programme highlight shown in Appendix 1 provides details of all the Council's corporately significant internal and external projects that report through the Council's programme structure. The information in the report is taken from detailed project highlight reports for each project that have been agreed by the respective Project Boards. Due to the reporting cycle, there is a time lag in the information presented and this report shows projects' status at 30 April 2006.

7.2 For each project, there is a management summary that sets out progress over the reporting period. A traffic lights system, like the one used in the Finance and Performance report, shows the project status against key indicators, including:

- Overall Status
- Status last month
- Timescales
- Budget
- Resources
- Issues
- Risks

7.3 The traffic light annotation is used as follows:

- **Green Status:** Project progressing to plan and scheduled to deliver on, or ahead of, time. All risks and issues under control and none outstanding requiring Executive/Senior Management attention. Committed costs on track and within sanctioned budget
- **Amber status:** Project is progressing but subject to small delays. Issues outstanding which could pose significant threat to the Project. There may be a budget variance but it is less than £25,000.
- **Red status:** Project progress is well off track and implementation date will be delayed. There are major issues/risks which pose immediate threat to the project. The project has stalled because of lack of project resources and / or there is a budget variance in excess of £25,000.

7.4 Good progress has been made with implementing the action plan in response to the Audit Commission report. Since the last programme report to the Executive in March 2006, the new programme structure has been established and revised reporting arrangements are in place.

7.5 Major (level 1) programme projects, which are subject to more stringent project management arrangements, have been identified separately under the new structure and the programme office is working with these project teams to implement the new arrangements for external challenge and project assurance. In accordance with the action plan, Management Board has also agreed that project sponsors for these projects will be a member of the management team without responsibility for the project areas, as follows:

- Haringey Heartlands: Justin Holliday
- Tottenham Hale Urban Centre: David Hennings
- Building Schools for the Future: Andrew Travers
- Children's Networks (inc Children's Centres): Ita O'Donovan
- Primary Schools Capital Projects: Anne Bristow
- E-Care: Gerald Almeroth
- Insourcing ICT: Davina Fiore

- 7.6 Management Board also recently agreed to the establishment of a Housing Improvement Programme Board to focus attention on the work required to achieve two stars in the lead-up to the Homes for Haringey inspection. The projects under this board will start to report through the programme from June 2006.
- 7.7 The focus for the coming weeks will be to support the all programme projects to embed the new requirements and work with project teams to identify the outputs and benefits of their projects so that these can be tracked effectively across the programme.

8. Exception Report

- 8.1 In addition to the management summaries provided for each project in appendix 1, key highlights from the programme are shown below on an exception basis.

8.2 Regeneration Stream Board

8.2.1 Haringey Heartlands

- 8.2.2 The temporary budget allocation (£150,000) for professional fees for the strategic sites programme ended in the last financial year. Other options for funding professional fees for Heartlands are being explored including using income from charges for major planning applications.

- 8.2.3 There is insufficient budgeting provision available to the project managers for professional fees to cover the anticipated costs of, for example, public consultation, printing and publicity, appraisals, negotiating land acquisitions and architectural input into the Masterplan.

8.2.4 Tottenham High Road Strategy Implementation

- 8.2.5 Tottenham Green Enterprise Centre project is behind due to cash flow concerns. To resolve this, the team is undertaking a spend and output profile review to make best use of the London Development Agency grant.

- 8.2.6 Construction procurement for Rangemoor Road and Stoneleigh Road projects is reliant upon Framework Agreement completion. The Framework was due to be in place in April and selection cannot take place until this is complete. Further delay will affect the two programmes.

- 8.2.7 There is a need to identify an alternative project to the original Templeton Hall proposal (projected value £1.6m). Three sites have been identified and the team will continue to closely liaise with potential partners to confirm schemes.

- 8.2.8 Projects may not be completed by December 2006 which would cause European Regional Development Fund (ERDF) under spend. Present £1.1m match funding shortfall will put approximately £500,000 ERDF grant at risk. To mitigate this, the project team will constantly monitor projects and liaise with Project Managers to address issues as they arise and continue to develop reserve projects to formally include in the programme. The

Government Office for London are considering a request to extend the project completion date to 31 March 2007. A formal decision is expected this month.

8.3 Safer Communities Stream Board

8.3.3 The stream board is in the process of identifying projects that should report through the programme. Once these projects have been identified and scoped they will be reported in the programme report.

8.4 Children and Young People Stream Board

8.4.1 There are no exception reports for the Children and Young People Stream Board.

8.5 Well Being Stream Board

8.5.1 Housing Adaptations

8.5.2 The purpose of this project is to implement a new service structure and processes in Occupational Therapy and Housing Adaptations. The aim of these changes will be to provide a quicker service to users, from the first point of contact with the council to completion and sign-off of adaptations, so that it does not exceed 164 days.

8.5.3 The traffic lights for this project are all showing amber this month. Following advice from Personnel it is now clear that, as this project will propose changes to over 20 posts, a report will need to be agreed by General Purposes Committee. This will delay the recently agreed timescales for the project and a revised date of 1 September 2006 has been set for the implementation of the new structure.

8.5.4 Housing Advice and Homelessness

8.5.4 The aim of this project is to close the separate homelessness foyer at Apex House, merge the housing advice and homelessness teams and deliver the service via Customer Services in one site on a trial basis.

8.5.5 The project is currently unable to confirm a go-live date for the project as the completion date for refurbishment of Apex House Customer Service Centre has not yet been finalised. Difficulties in completing the majority of the refurbishment work within working hours could delay the refurbishment. The timescale for completion may have to be extended, possibly to as much as 12 weeks, to allow more out of hours working.

8.5.6 To resolve this problem, the Assistant Director for Housing Strategy and Head of Customer Services will produce a joint report analysing the current issues affecting the project to establish:

- whether the project can be delivered within the planned timescales, including how the contractors for the refurbishment work will be appointed;
- whether funding can be secured to deliver the accommodation refurbishment required; and what alternative options are available.

8.6 People Stream Board

8.6.1 There are no exception reports for the People Stream Board.

8.7 Value for Money Stream Board

8.7.1 Homecare Efficiency Review

8.7.2 The review of Homecare is one of the first two efficiency reviews that the Council is undertaking in response to the Gershon report and Audit Commission focus on value for money.

8.7.2 A draft of the final report was considered by the Project Board on 8 May and additional work was requested to examine different models of care, supplies and services and provide a more detailed breakdown of Homecare's unit cost figure. This will delay completion of the final report by 3 weeks to 30 May.

8.7.3 Procurement Programme

8.7.4 The 2005-7 efficiency target for Procurement across the Council is set at £2m cashable. In 2005/6, £200,000 was achieved through the procurement of Insurance and in 2006/7, £800,000 should accrue from the Agency Resource Centre.

8.7.5 The remaining £1m should be addressed through new projects that will be submitted to the Value for Money Board for approval. These are: Bought in Legal Services, Transport Services, Temporary Accommodation, Marketing & Communications and Training Consultants. There is a pressure to conduct these reviews quickly so that any new arrangements can be implemented in this financial year to accrue the necessary efficiency savings. However, as all these projects are currently being scoped and planned the £1m savings target for 2006/7 is at risk.

8.8 Customer Focus Stream Board

8.8.1 There are no exception reports for the Customer Focus Stream Board.

9. Comments of the Director of Finance

9.1 The Director of Finance has been consulted on this report and comments are as follows:

- Haringey Heartlands – project will need to identify funding before committing any further costs this year
- Tottenham High Road – the £1.1m match funding previously included by the NDC for Templeton Hall brings in approximately £560k of European funding, which is time limited. The project is actively working to find suitable replacement schemes to ensure the full funding is not lost.
- Building Schools for the Future (BSF) – the Council has been notified that it cannot use BSF funding for the purchase of land, namely the Heartlands School site, originally we had assumed a contribution of £2.1m towards the total £7.3m cost. The Council should continue to pursue this issue with the Partnerships for Schools.

- Procurement – this project has a target of £2m of savings, equally split over 2005/06 and 2006/07. Only £1m has been identified with projects implemented, so there is likely to be a shortfall against the target in 2006/07. This will be reported to Executive in budget monitoring.
- IT Insourcing – the detailed cost plan has been agreed and the project is moving forward on that basis, but will be subject to further funding being approved at Executive on 13 June.

10. Use of Appendices

Appendix 1: Programme Highlight Report

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APPENDIX 1: Programme Highlight Report

Projects as at:	End of April 2006
Report Author:	Corporate PMO
Version:	0.3

Key to Project Status Symbols

G	GREEN – On target and no major risks/issues have been uncovered.
A	AMBER – Some slippage has occurred but this can be managed.
R	RED – Slippage has occurred that is not recoverable and will have a major impact on the project.
N	NO INFORMATION – This information has not been provided by the project.
N	NOT PREVIOUSLY REPORTED - The dashboard status is not available - it has not been previously reported in this format.

SECTION 1 – REGENERATION STREAM BOARD

Regeneration Stream Board							
(1) HARINGEY HEARTLANDS LEVEL 1 PROJECT			PROJECT DESCRIPTION / OBJECTIVES <ul style="list-style-type: none"> To commission a masterplan for the regeneration and development of the Eastern Utility Lands. To secure the land known as the “former sand sidings” for the provision of a new eighth form secondary school. To obtain funding for a new spine road through the overall site from North to South. To secure a guarantee of the decommissioning of the National Grid TRANSCO site. To work with major landowners and private developers to deliver these plans. To meet the output targets of up to: - <ul style="list-style-type: none"> 1,200 new jobs 1,200 new school places 2,000 new homes 				
			Original End Date: N/A as phased programme of work		Current End Date: N/A as phased programme of work		Project Budget: tbd
Status This Month	Status Last Month	Time scale	Budget	Resources	Issues	Risks	MANAGEMENT SUMMARY The Council, in accordance with The London Plan and draft Unitary Development Plan adopted a Local Development Framework to guide development in April 2005. A strategy for co-ordinating regeneration of the area through a viable 'Masterplan' is virtually complete. This would be subject to public consultation, sustainability appraisal and adoption before planning applications are likely to be submitted for different parts of the site. Applications for GAF2 funding have been approved for the acquisition of a new school site for the procurement of a new secondary school under the 'Building Schools for the Future' programme (£4.2m). The construction of a new spine road funded by ODPM and Department for Transport: Community Infrastructure Fund has also been approved (£5m).
G	G	G	R	A	A	A	
Project Sponsor: Justin Holliday Project Manager: Shifa Mustafa / Mark Lucas							

Regeneration Stream Board

(1) HARINGEY HEARTLANDS CONT.

Initial discussions have been opened with St. George (Regeneration) Ltd as a possible lead developer, based on their impressive reputation and experience gained on “Imperial Wharf” (Fulham) and “Beaufort Park” (Hendon).

We may wish to ‘soft test’ the market by speaking informally to other potential developers, such as Countryside Properties.

Budget:

- The temporary budget allocation (£150,000) for professional fees for the strategic sites programme ended in the last financial year. Other options for funding professional fees for Heartlands are being explored including using income from charges for major planning applications.
- There is insufficient budgeting provision available to the project managers for professional fees to cover the anticipated costs of e.g.:-
 - Public Consultation
 - Publishing, printing & publicity
 - A Sustainability Appraisal
 - Negotiating land acquisitions
 - Architectural input into the Masterplan

Resources:

- Public consultation draws heavily on staff time resources.

Issues / Risks:

- The project team are awaiting the English Heritage recommendation to list (Grade II) Transco Gasometre No 1. Shifa Mustafa and Mark Lucas have both raised this with GoL officials with a view to them briefing the Secretary of State for Culture, Media and Sport if necessary. The Principal Conservation Officer in Planning has also written to English Heritage contesting the industrial Heritage ‘value’ of the Gasometers.

Regeneration Stream Board

**(1) HARINGEY
HEARTLANDS CONT.**

- The laboratory results of soil analysis on the school site have still not been received. This was commissioned by the Children's Service but is now overdue. A deal on the school site cannot be concluded until these results come through as they may affect the value.
- Heads of terms with the vendor of the school site need to be agreed before the contracts can be prepared for exchange. The vendor would like a clause in the contract to ensure that, if the land is used for something other than a school, the vendor will receive a percentage of the added value of the land. The price (of £7m) has been agreed, subject to analysis of the geophysical tests etc.

Regeneration Stream Board

(2) TOTTENHAM HALE URBAN CENTRE LEVEL 1 PROJECT

PROJECT DESCRIPTION / OBJECTIVES

- To commission, prepare, consult, amend and adopt a Masterplan for Tottenham Hale Urban Centre.
- To procure a new 21st century Interchange at Tottenham Hale Station.
- To assemble capital and revenue funding from the public and private sector to deliver the necessary physical and social infrastructure.
- To bring forward the six key sites for development which are Hale Wharf, the Greater London Supplies Depot (GLS), Ashley Road Depot, Station Interchange, Retail Park and High Cross Housing Estate.
- In general, to implement the objectives of the masterplan in accordance with urban design principles set out in the Tottenham Hale Urban Centre Design Framework.

Original End Date: N/A as phased programme of work

Current End Date: N/A as phased programme of work

Project Budget: N/A as budget is held, spent & monitored by the LDA

Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
A	A	G	A	G	A	A

MANAGEMENT SUMMARY

- The Tottenham Hale area benefited from earlier investments made by the ODPM. Under GAF Round 1.
- Bids to ODPM, Growth Area Fund, Round 2 were successful on the GLS site, (£2.5 million) and Hale Wharf, (£2.5 million).
- The Masterplan is in the process of being signed off by the LDA, GLA, LBH and TfL as joint clients.
- The abridged SPD version is currently nearing completion.
- The Children's Service has concluded, in terms of the demand for primary education in the Tottenham area, that a new single form entry primary school will be required (within the boundaries of the GLS site).

Project Sponsor:
David Hennings

Project Manager:
Shifa Mustafa / Mark Lucas

Regeneration Stream Board

(2) TOTTENHAM HALE URBAN CENTRE CONT.

Greater London Supplies Depot (GLS)

Proposals for this site include a high density mixed use scheme expected to include residential & student accommodation, hotel, retail outlets, gym & crèche facilities, new public realm and offices & commercial space.

- The applicants are continuing pre-application discussions with LBH (PEPP) and the GLA (PDU).
- An outline planning application is expected on the 12th May 2006, subject to confirmation.
- Negotiations with a number of potential end-users are progressing well with a view to securing the right mix of uses.
- The applicant held informal public consultations on the 26th and 28th January.
- ODPM, Growth Area Funding Round 2, has been approved for a series of site preparation, enabling and civil engineering works to the sites.

Hale Wharf

The project is a high-density residential-led development proposal, on the East bank of the River Lee Navigation. It will also include some community facilities, a new public quayside walkway and, (independently of the development), a number of ERDF/ LDA funded business barges moored to the Wharf, and a new pedestrian foot bridge over the river.

- The scheme will benefit from funding approval by ODPM to British Waterways for the Bridge Link (GAF2).
- ISIS Waterfront Regeneration Ltd has held intensive pre-application discussions with the council.
- The applicant has held its own local public consultation events.
- The Planning application itself (which is being twin tracked) was submitted in April, but not validated.
- Vacant possession, flood attenuation measures, and other site preparations are being assessed and addressed by the applicant.

Regeneration Stream Board

(2) TOTTENHAM HALE URBAN CENTRE CONT.

Budget / Issue:

- There is no budgetary provision available, but LDA are meeting most revenue costs.

Risks

- There is a potential risk that the planning application for the GLS site may provide less than the required 50% target of affordable housing. This will be reviewed once the application is received. (This is also the case on Hale Wharf)
- The inflexible negotiating style of ISIS Waterfront Regeneration Ltd means that achieving compromise and consensus on sensitive aspects of their scheme are being jeopardised. Shifa Mustafa met Mark Ryder (ISIS Chief Executive) to review their stance and negotiating technique on the 5th May '06. Mark Ryder decided to withdraw their application.

Regeneration Stream Board

(3) WOOD GREEN TOWN CENTRE

PROJECT DESCRIPTION / OBJECTIVES

The aim of the project is to carry out a range of pro-active activities that will lead towards a more sustainable town centre-funding regime and overall Town Centre Strategy plan. Specific objectives are:

- To use the results from the BID'S (Business Improvement District) feasibility study and the information gained to prepare a Town Centre Strategy for Wood Green that is complimentary to other shopping areas within the borough.
- Business Development work- assisting/supporting businesses by signposting them to the appropriate providers, (targeted at SME's)
- To establish a clear spatial plan for Wood Green as a starting point for any future improvements to the town centre.
- To benchmark the services within the town centre by obtaining SLA's (Service Level Agreements)

Original End Date: tbd

Current End Date: tbd

Project Budget: £2,250

Actual spend: N/a
Forecast spend: £2,250

Risks	Issues	Resources	Budget	Timescale	Status Last Month	Status This Month
G	A	G	G	G	G	G

MANAGEMENT SUMMARY

This summary covers the preparation for an overall Wood Green Town Centre Strategy plan. Stakeholder meetings are taking place to provide information for the plan. The final Spatial Plan has been delivered and work on obtaining SLA's from service providers is underway.

The BID's (Business Improvement District) Feasibility study is now complete and the information gained is being used to prepare a Town Centre Strategy Plan. This document will also use the results of the recently completed Spatial Plan to create a way forward for the town centre.

Issue:

The main issue at present is that there is still a need to find a sustainable funding mechanism for the Wood Green Town Centre Management function now that BID's is not a viable option.

Further work will be carried out to continue our engagement with local businesses with a view to change their attitudes towards shared responsibility for the town centre. The use of the recently completed spatial plan and the research gained from the feasibility study will assist Economic Regeneration with the development of a strategy for the town centre that will address these issues and map a way forward.

Project Sponsor:
David Hennings

Project Manager:
Karen Galey

Regeneration Stream Board

**(3) WOOD GREEN TOWN
CENTRE CONT.**

Recently Wood Green was awarded a place on 'The Town Centre Partnership Pilot' (a scheme operated by the ODPM in association with Price Waterhouse Coopers.) This programme will run for two years and will examine our current working relationship with local businesses and their engagement regarding town centre issues. Advice and training will be given to support our efforts in creating a more effective town centre steering group and possibly a new way of attracting investment from the private sector.

Regeneration Stream Board

(4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION

PROJECT DESCRIPTION / OBJECTIVES

- Improve physical regeneration and sustainable development in Tottenham;
- Development of high quality managed workspace and incubator space for local SME's in Tottenham;
- Adapt premises to provide improved and increased managed workspace;
- Improve the Tottenham High Road town centre, Seven Sisters Road, Park Lane and Fore Street Edmonton by enhancing the image of the area and attracting and retaining business;
- Reinstate the historic features and environment of core centres that had experienced decline and degradation
- To support delivery of Haringey's City Growth Strategy through providing opportunities for maximising the untapped potential of BME entrepreneurs through providing managed workspace and the associated business support.

Original End Date:
December 2006 - ERDF
2010 - HERS

Current End Date:
December 2006 - ERDF
2010 - HERS

Project Budget: tbc

Forecast spend: tbc

MANAGEMENT SUMMARY

The Tottenham High Road Strategy team manage three key programmes made up of a number of individual physical projects: Townscape Heritage Initiative (THI), European Regional Development Fund (ERDF) (3.2) and Heritage Economic Regeneration Scheme (HERS). The team works with a range of partners. The main developments this period are:

- **Seven-Sisters Road Shop Fronts:** The contractor for the shop front installation has been selected and formally appointed. Work commenced on the 28th April 2006. Planning application submitted for the next phase of 10 shops. Sign designs for the remaining 10 shops have been completed and approved.
- **Tottenham Green Enterprise Centre (TGEC) refurbished managed work space:** One further unit refurbished and ready for let. An audit of ICT (Information Communication Technology) services is in hand to set the next work programme. TGEC reported cash flow problems at the end of the financial year. This has been due to late completion of the LDA contracts.

Status This Month	Status Last Month	Time scale	Budget	Resources	Issues	Risks
A	A	A	A	A	A	A

Project Sponsor:

Justin Holliday

Project Manager:

Zena Brabazon

Regeneration Stream Board

- **Stoneleigh Road new build Managed Workspace:** Project team prepared full demolition and construction tender documents ready for issue. Application made to GoL to extend completion date to March 2007. First claim submitted to the LDA in April following the execution of the LDA contracts in March.
- **Bruce Grove TH1 phase I shop fronts:** Network Housing and Haringey Housing Department have confirmed Housing Corporation grant approval for Windsor Parade. Ongoing work to secure lease and freehold purchase agreements. Draft lease agreements approved by Heritage Lottery Fund (HLF). The team will decant tenants from Windsor Parade as soon as agreement to lease is signed by Blair and Network.
- **Park Lane shop Fronts:** Shopfronts project completed – some minor works outstanding.
- **HERS shop fronts and façades:** Phase I drawings and cost estimates finalised and the tender has gone out for building works. Phase II preliminary drawings complete. Grant payments made for the upper floors of the Davis Building, Beehive Public House improvement works (railings) and the Blue School.
- **Enfield Council Fore Street:** Legal agreements with individual freeholders and tenants being progressed. Works tenders returned.
- **Rangemoor Road:** Design team continued preparation of tender documents. The tenant is still in Unit 21. British Gas have been extremely slow to confirm arrangements for installing a new supply at the relocation unit. Property Services (PS) have now obtained a date for this work – 19th June. This fits the programme and PS will keep up pressure on British Gas to bring this date forward if possible. Demolition is scheduled for July.

Timescale

- Tottenham Green Enterprise Centre project is behind due to cash flow concerns. To resolve this, the team is undertaking a spend and output profile review to make best use of the LDA grant.
- Construction procurement for Rangemoor Road and Stoneleigh Road projects is reliant upon Framework Agreement completion. The Framework was due to be in place in April and selection cannot take place until this is complete. Further delay will affect the two programmes.

Regeneration Stream Board

(4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION CONT.

Budget and Resources

- There is a budget variance associated with Stoneleigh Road due to a delay in sending out complete tender documents. The amount is for consultant fees which are due at the end of that stage. This is now due in May. The architect is liaising with the Planning Service to agree final material details.
- The HERS scheme project manager is negotiating forward budget with key funder.

Issues

- Construction procurement for Rangemoor Road and Stoneleigh Road projects is reliant upon Framework Agreement completion. The Framework was due to be in place in April, selection cannot take place until this is complete. Further delay will affect the two programmes. To mitigate this progress will be monitored and a contractor will be selected as soon as the Framework Agreement is formally in place.
- There is a need to identify an alternative project to the original Templeton Hall proposal (projected value £1.6m). Three sites have been identified and the team will continue to closely liaise with potential partners to confirm schemes.

Risks

- Projects may not be completed by December 2006 which would cause ERDF under spend. Present £1.1M match funding short will put approximately £500K ERDF grant at risk. To mitigate this, the project team will constantly monitor projects and liaise with Project Managers to address issues as they arise and continue to develop reserve projects to formally include in the programme. GoL are considering a request to extend the project completion date to 31 March 2007. Formal decision is expected this month.

Regeneration Stream Board

(5) GROWTH AREA & COMMUNITY INFRASTRUCTURE FUNDS (GAF/CIF)

PROJECT DESCRIPTION / OBJECTIVES

- To develop the social and physical infrastructure within Haringey to support housing growth as part of the Office of the Deputy Prime Minister's (ODPM) London-Stansted- Cambridge- Peterborough Growth Corridor's delivery plan.
- To acquire SRA/ Rail Property Land for a new secondary school, (GAF2) in the Haringey Heartlands (Eastern Utility Lands).
- To enable Sustainable Housing Development within the South Tottenham Area, (Markfield), (Green Spaces) (GAF2).
- To relocate the Mortuary (From Western Utility Lands), (GAF2) to release land for development of affordable and private homes, together with local retail facilities and associated employment opportunities.
- To access and enable Residential Development in Tottenham Hale International, (GLS), (GAF2).
- To provide a new Haringey Heartlands Spine Road, (CIF1).

Original End Date: tbd

Current End Date: tbd

Project Budget: contracts have not yet been agreed with GoL.

MANAGEMENT SUMMARY

Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
G	G	G	A	G	G	A

- On the 16th February 2006, the Office of Deputy Prime Minister and the Department for Transport announced those projects that had been successful in securing capital funding. ODPM / GoL have not yet issued the contracts.
- **Purchase of the Heartlands School Site.** The Children's Service will report the development of the school through the "Building Schools for the Future" project. Phase 1 (i.e. the acquisition of the site) will be managed through the Haringey Heartlands project. The price of the site has been agreed with the vendor, (£7 million). Executive approval to purchase the site has been received. Heads of Terms are currently being negotiated with the vendor, with an exchange of contracts anticipated in the next quarter. The land sale completion can be achieved once the Council assembles additional funding required of £2.8 million.
- **Markfield Recreation Ground.** The appointment of the delivery team (consultants) is currently with Central Procurement. The PID has been completed. The budget and delivery process are on programme. The additional funding from other sources will deliver other elements of the scheme after the Growth Area Fund deadline of March 2008. A Project Board and a Working Group are set up, but will not meet until the project managers and other consultants are appointed / resolved.

Regeneration Stream Board

(5) GROWTH AREA & COMMUNITY INFRASTRUCTURE FUNDS (GAF/CIF) CONT.

- **Relocation of the Mortuary.** The relocation of the Coroners office to Barnet's old Registry office is progressing. Currently the lease is being negotiated with L.B. Barnet. The building is virtually ready for occupation, with a few wiring and decoration issues to be resolved. Occupation is anticipated in July 2006. This will leave the site in Tottenham for just the new mortuary. The conversion of the Lodge adjacent to Bruce Castle Park into a purpose made mortuary will be a complex process, because of the historic nature of the existing building and the limited footprint available. The Project Group will be set up soon. AYH are about to be confirmed as project managers. Procurement will assist with the appointment of the rest of the design team. The PID still needs to be completed.
- **GLS Site.** A planning application will be submitted on Friday 12th May for the major development of the site. The infrastructure elements within the GAF2 project have been change to suit the revised planning application timetable. These changes have to be approved by GoL / ODPM when they issue the contract. The project group is about to meet.
- **Heartlands Spine Road.** The project group has been set up and will have their second meeting on 9th May. The project will follow the delivery timetable and all key milestones which were agreed with ODPM / DfT as part of the CIF submission.

Risks and Issues:

- **Haringey Heartland's, School Site Acquisition:** Funding required for the gap between the GAF funding and the eventual purchase price. Funding provided by the Council.
- **Enabling sustainable housing development within the South Tottenham area, Markfield recreation ground:** The level of work required to the sewers may be greater than anticipated in the initial survey.

Budget and Issue:

- **Heartlands School Site:** The original funding identified was made up of £4.2m GAF/CIF, £1m Section 107, £2.1m BSF. The total is £7.3m which includes stamp duty. We have since been informed that BSF money cannot be used for buying land so a funding gap now exists of £2.1m.

Regeneration Stream Board

(5) GROWTH AREA & COMMUNITY INFRASTRUCTURE FUNDS (GAF/CIF) CONT.

- **Relocation of Hornsey Mortuary:** Planning restrictions because the new site is located in metropolitan open land. It is believed a scheme can be produced within budget that complies with the site restraint
- **Access and enable residential development in Tottenham Hale International, (GLS):** The funding agreement will be with the Council, but the site is in private ownership. The Council may not be able to achieve the expenditure of the grant, because full delivery will always be dependent upon the actions of the landowner and their contractor.
- **Haringey Heartlands Spine Road:** Potential compulsory purchase and compensation payments if the private landowner will not grant a right of way over his land. Diversion of existing services. The potential for opponents of the UDP to generate a campaign against the proposals.

Budget:

Contracts have not yet been agreed with GoL. Overall costs for the projects will be clearer when detailed bills of quantities have been prepared.

SECTION 2 – CHILDREN AND YOUNG PEOPLE STREAM BOARD

Children & Young People Stream Board

(1) BUILDING SCHOOLS FOR THE FUTURE
LEVEL 1 PROJECT

PROJECT DESCRIPTION/OBJECTIVES

The overall objective(s) for the BSF project in the London Borough of Haringey is to:

- Maximise the life chances of all young people
- Give parents choice of high quality schools where their children can learn with confidence
- Support schools to work at the heart of their communities

In order to deliver the overall objectives, the implementation phase of the project has been designed to

- Implement delivery of the BSF programme which includes building works to all secondary schools in the borough, as well as delivery of a new school.
- A major part of the programme in delivering a managed ICT service to all schools in the borough, which includes spending in excess of £20 million on this new service.

Original End Date: 2011 End date last month: 2011	Current End Date: 2011	Project Budget 2006/7: £24.273m (Total project budget to 2010/11: £177m)	Actual spend: £TBC Forecast spend: £24.473m
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MANAGEMENT SUMMARY

Progress & Programme

- Outline Business Case (OBC) issued for Haringey sign off. Minor amendments being made to suit PfS comments
- **Risks:** OBC requires approval by DfES but the programme is proceeding whilst approval is awaited. An adverse judgement from DfES is not anticipated at this stage.
- Joint Programme Managements Team (JPMT) meetings to be convened
- Comments on Project Initiation Document received. To be re-issued 16/5
- Draft programme nearly complete
- **Resources:** the programme team to manage BSF during 2006/7 is currently being set up. The resources traffic light remains at amber until the relevant personnel are confirmed.

Risks	Issues	Resources	Budget	Timescale	Status Last Month	Status This Month
A	G	A	A	G	N	G

Project Sponsor:
Andrew Travers

Project Manager:
Iain MacDaonald

Children & Young People Stream Board

(1) BUILDING SCHOOLS FOR THE FUTURE CONT.

Budget

- 2005/06 budget outturn circa £1.3million. This represents an overspend of £850K on the original budget of £450K. The Director of Finance and Director of Children's Services are meeting to discuss how this spend will be dealt with as part of closing the 2005/06 accounts.
- Draft Cash flow for following years prepared
- Meeting held with Kevin Bartle to discuss overall expenditure budget and reporting methods
- Cash flow and budget to be developed.

Procurement

- Heads of Terms for agreement with SMIF being amended. Meeting held with PfS 28/4
 - 39 robust responses received from designers to OJEU advert.
 - Design evaluation meeting arranged for 5/5
 - Invitation for tenders to be submitted to shortlisted designers targeted 19/5
 - OJEU Notice for contractors being prepared and will be issued to independent assessor in mid May
- Extra resources generally being identified

Legal

- Briefing meeting held with Eversheds. Proposal for fees and resources awaited on legal input to workstreams including SMIF agreement, PFI contract interface, designer procurement, contractor procurement and ICT procurement
- Eversheds issued with the programme they are to endeavour to work within

Funding for Project

- Letters received from all schools except PVA. This has been promised
- Extra funding for Fortismere now confirmed in the Outline Business Case (OBC)
- Valuation of site for sale now in hand

ICT

- ICT OBC finalised. Steve Moss of PfS has confirmed suitability
- Place (Rob Carter) appointed to drive production of specification for procurement of ICT MSP in July from PfS framework
- Programme for ICT activities issued

Children & Young People Stream Board

Communications Strategy

- Blue Amber Bidders day occurring 2nd May.
- FAQs document uploaded to web. Hard copies circulated to schools and key stakeholders this week.
- BSF Preview Bidders day takes place on 2nd May. DW presenting and JH attending.
- Content of first BSF newsletter circulated for comment.
- Awaiting final approved OBC. Once agreed need copy on web, copy of relevant project book & ICT volume to each school, display copies of plans in each school
- Budget amended to reflect actual expenditure for 05/06 and amended plans for 06/07.

New School Site

- Internal solicitors now instructed to progress purchase
- Final site report due in the next week

6TH FORM CENTRE

Design/Construction

- Work currently on programme
- Fixed price agreed. Contract will be in place by 27 May
- Demolition complete ahead of programme. Site set-up complete
- ICT working group making good progress

Commissioning Issues

- Provision of new study areas now recommended to TGB. This as agreed with the new Principal/Governors and DW. Architects have amended drawings accordingly. No affect on costs and programme.
- Letter received from Minister re: further funding. Asked LSC and Haringey to resolve without further central funding. GM has been in discussion with Minister and agreed to meet after the election.

Children & Young People Stream Board

(2) PRIMARY SCHOOLS CAPITAL PROJECTS

LEVEL 1 PROJECT

PROJECT DESCRIPTION/OBJECTIVES

- To deliver primary school expansion and new pupil places at:
 - Coldfall
 - Tetherdown (Phase I – to increase pupil places from 210 to 420 by 2012-13)
 - Coleridge
- Tetherdown Phase II: To modernisation the school in accordance with asset management plan priorities
- Broadwater Farm TCF: Inclusion

Original End Date: Various dates against the programme of projects

Current end date: Various dates against the programme of projects

Project Budget: £22m

Actual spend: £2.3m
Forecast spend: £19.7m

MANAGEMENT SUMMARY

- **Primary Expansion:**

- **Coldfall** on site and ahead of programme. Instruction to include new entrance at approx £60k, additional funding to be identified.
- **Tetherdown** Procurement Committee approval received, land purchased 24April 2006 and contract now awaited. Start likely in late May/early June. Now behind programme however possible to open for September 2007 if no major problems encountered below ground or with weather. Planning condition outstanding including English Heritage Archaeological further site investigation.
- **Coleridge** adjudication approval to expand received. Preliminary design agreed with school and detail to be developed. Currently over budget and scope to be reduced with school agreement. The design team is also awaiting condition survey of the existing roof. Dependent on this is whether the roof will have to be bought up to new Building Regulation standard which will cost a further £500k necessitating further scheme reduction.

Month This Month	Month Last Month	Status	Time scale	Budget	Resources	Issues	Risks
A	N	A	A	A	A	G	A

Project Sponsor:
Tbc (Andrew Travers)

Project Manager:
Brendan Wells

Children & Young People Stream Board

- **Tetherdown Phase II** design commencing once Phase I on site. Costs to be reviewed once impact of Tree House land sale conditions priced (expected mid-May 2006).
- **Broadwater Farm TCF** (Primary Learning Campus. Whole project cannot be delivered within allocated budget. Options are under discussion with school Heads and will be reported in next months highlight report. The draft scheme proposes phases in consultation. Phase I: New Special Educational Needs (SEN) building, shared primary entrance and kitchen/dining proposed. Phase II funding from DfES Primary Capital Programme. Expression of interest to be submitted in June 2006

Children & Young People Stream Board

(3) CHILDREN'S CENTRES: PHASE II APPROVAL STAGE

LEVEL 1 PROJECT

NB. This project will form part of the Children's Network Project in future reports

PROJECT DESCRIPTION/OBJECTIVES

One of the key strategies for delivering integrated early childhood services will be through the development and delivery of children's centre services. Integrated early childhood services (known as the 'core offer') must include early years provision (integrated childcare and early education), family support services, relevant health services, services provided by Jobcentre Plus to assist parents to obtain work and information services. Key aims are:

- 18 Children's Centres in place by March 2008 (Sure Start Unit may 'offer' additional centre/s) and delivering the full 'core offer'
- 14,759 children 'reached' by children's centres by March 2008
- Sufficiency of high quality childcare for young children in children's centre service areas by March 2009
- Effective early intervention in place as evidenced through effective use of CAF, reach of services, evaluation of specific areas of work, foundation stage profile

Original End Date: Dec-2006 End date last month: Dec-2006	Current end date: Dec-2006	Project Budget: £6,145m	Actual spend: £N/A Forecast spend: £6,145m
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Month This	Month Status Last	Time scale	Budget	Resources	Issues	Risks
A	A	A	A	G	G	A

MANAGEMENT SUMMARY

Timescales

The Sure Start Unit timescale for the approval of Phase II capital programmes is for all projects have to be at RIBA Stage D by December 2006, with a full implementation plans placed on the Sure Start website.

Having identified priority areas (top 20% wards and 30% SOAs) we are currently visiting all organisations (schools, primary care trust, private nurseries and voluntary organisations) who have expressed an interest in being part of the second phase of development. As part of this feasibility stage, meetings have been organised to visit and begin the capital feasibility process.

Development Officers will devote half a day a week to each children's centre area to develop a Local Planning Group (LPG) to ensure that all key stakeholders, including parents, are involved in the earliest stages of the development of the children's centre.

By mid May we will be commissioning feasibility studies based on extensive knowledge of each potential centre. Recommendations will be made to the executive for September/October 2006. This will enable us to comply with the Sure Start Unit deadline of December 2006.

Project Sponsor:
N/A

Project Manager:
Dwynwen Stepien

Children & Young People Stream Board

(3) CHILDREN'S CENTRES CONT.

Budget

It is too early in the development to know if the allocated funding of £4.5m is sufficient. It is likely most of the new centres will be refurbishment of surplus space so will be less expensive than new build, however this assumption needs to be tested.

Some phase II funding has had to be allocated to complete the phase I centres which will impact on available spend for phase II – we await final out-turns on each capital project. (Indicative figures are outlined in table 6.1)

Throughout the country LAs are joining together to express their concerns that phase II funding is insufficient and that the uplift for London LAs will not meet the higher costs. We await the response from the Sure Start Unit.

Resources

The General Sure Start Grant for Phase II capital development is £4.5m (2004-06). However, there is the opportunity to link this with capital funding for extended schools (approximately £800,000) as many of the children's centre projects link to the provision of out of school childcare (as required by the Childcare Bill).

Children's Centre revenue is funding an additional support officer in Property and Contracts Team (Senior Project Manager for Children's Centre & Extended Schools) – to oversee the development of Phase II. This should ensure that there is tight programme management.

Issues

From the terms and conditions of the capital funding the centres are to be developed in the 20% most deprived wards and 30% super out put areas (i.e. smaller areas than wards). In some areas there may be difficulty in identifying potential accommodation (e.g. Bruce Grove where there is no capacity in the only school in the area to build sufficient space for childcare/activities). This is being addressed as part of the feasibility stage and by contacting a range of stakeholders to identify other possible premises. An alternative approach is to identify another centre/s on the perimeter of the ward to deliver services.

Risks

The main risk is whether there is sufficient capital to develop all 8 new centres. The Children's Centre have to develop a wide range of services across broad areas which requires flexible accommodation. We are awaiting the response from the Sure Start Unit to issues raised around affordability. We await the outcome of the current round of visits to interested organisations.

Children & Young People Stream Board

(4) YOUTH SERVICE IMPROVEMENT PROJECT

PROJECT DESCRIPTION/OBJECTIVES

- Develop an 'excellent' and accessible Youth Service

Original End Date: July-06
End date last month: July-06

Actual End Date: July-06

Project Budget: £N/A

Actual spend: £N/A
Forecast spend: £N/A

MANAGEMENT SUMMARY

Month	Month Status This	Month Status Last	Time scale	Budget	Resources	Issues	Risks
	A	N	A	A	A	G	G

- Ayten Kiani is continuing in the role of interim head of service. The interview for the substantive post of head of service took place on 23rd March 06. Belinda Evans has been recruited as the Head of Service and is expected to start in July 06. The recruitment process for the remaining posts is continuing, we have advertised for the positions of Training Curriculum and Quality Assurance Manager, the Participation worker and the Media and Performing Arts worker, interviews will be taking place week beginning 30th May 2006.
- The paper on the assimilation of Youth Support Workers has been drafted and will be posted to all part time youth workers as part of the consultation.
- Implementation of the scheme for recorded outcomes is continuing across the service. The process is being monitored and evaluated by senior staff and is seen as pivotal to developing the focus of the Youth Service to better meet the requirements of the Youth Matters, Green Paper.
- The new arrangements for data sharing between schools, the Local Authority and Prospects continue to operate and are proving a useful improvement to our information base.
- The first mobile provision for the Youth Service was delivered on Friday 24th March. Work is underway to establish a clear protocol on the operation of these three new mobile facilities and a meeting between Youth Service, NDC, YMCA and Connexions has been scheduled for the first week in June 2006.
- The NDC mobile youth provision, and the YMCA, Connexions Mobile have been ordered and delivery is scheduled for May

Project Sponsor:
Janette Karklins

Project Manager:
Ayten Kiani

Children & Young People Stream Board

(4) YOUTH SERVICE IMPROVEMENT PROJECT CONT.

- The discussions for the proposed Information, Advice and Guidance facility at Wood Green Library are continuing.
- The activity programmes for the opening of the new Bruce Grove Youth Centre are being prepared. The intention is to move towards a new curriculum framework to help maximise the use of the new specialist facilities.

Amber traffic lights

- There are ongoing staffing issues, which have prevented the full implementation of the new structure. Work is in hand to resolve this situation but this will delay full implementation which was originally scheduled for 1st April 2006.
- Equipment costs for the new Bruce Grove Centre may have to be met from revenue budgets. There is some essential equipment which needs to be purchased in order to enable delivery of provision. Other resources can be put on hold until additional funding is secured.

SECTION 3 – WELL BEING STREAM BOARD

Well Being Stream Board

(1) E-CARE
LEVEL 1 PROJECT

PROJECT DESCRIPTION/OBJECTIVES

- Implementation of Framework-I (FW-I), a web-based social care workflow case management system in July 2005 to replace CI system
- Ensure that reliable operational and managerial information is produced for Council and Statutory reporting requirements.
- Have a consistent use of best practice across Social & Children's Services and enable the quality of social work practices to improve.
- Facilitate 'joint working' by providing staff from external health agencies to access case information within Framework securely.

Original End Date: Apr-05
End date last month: Apr-06

Current End Date: Apr-06

Project Budget 2006/07: £1,101,000

Actual spend: £43,000
Forecast spend: £1,101,000

Risks	Issues	Resour ces	Budget	Time sc ale	Status Last Month	Month Status This Month
G	A	A	G	A	A	A

MANAGEMENT SUMMARY

Phase 1

- A closure report for the eCARE Business Support Programme (which ran from Nov 05 to Feb 06 across both Social and Children's services), was presented at the April project board. Key findings from this report indicated that formal reviews that took place with all 3rd tier managers prior to the programme commencing identified many issues symptomatic with low levels of staff engagement, competence and confidence. When similar review meetings were repeated with managers at the end of the programme, findings from these revealed that there had been a huge shift in staff culture and management 'buy-in', with staff now feeling more able / confident in terms of Framework-I (FWi) usability.
- Plans for continuing to provide ongoing additional training and support to staff from both Children's and Social Services post closure of this programme have been put into place, and will be formalised further should initiation of Phase 2 of the project be approved.

Project Sponsor:
Gerald Almeroth

Project Manager:
Andrew Rostom

Well Being Stream Board

(1) E-CARE CONT.

- An external consultant was commissioned to evaluate the current processes used by staff to reconcile service and financial data between directorate based and corporate wide systems. They considered whether there were any significant systems issues that effected the reconciliation of data by staff between FWI and FIFI, and subsequently between FIFI and SAP. The findings from this have been reported to senior management and they determined that the issues surrounding reconciliation were not systems based, but were linked to the manual processes used by staff to undertake this exercise. The report proposes a series of recommendations and these will be considered at project board, along with ongoing monitoring of reconciliation activity.
- A Phase 1 Project closure report will presented at the May project board for approval.

Issues

- Though much progress has been made in this area, testing remains ongoing with the new version of FWI online documents (specifically the Integrated Children's System documents). The project team are aiming for most of these documents to be operational by June 06 and will be working closely with Corelogic to achieve this.

Phase 2

- An initial response to the Phase 2 feasibility study (being undertaken to consider the implications and risks associated with the potential implementation of the Framework-I Finance modules), was completed in April.
- This draft version has been submitted to the project sponsor for initial review.

Well Being Stream Board

(2) ADAPTATIONS PROJECT

PROJECT DESCRIPTION/OBJECTIVES

- To implement a new service structure and processes in Occupational Therapy and Adaptations based on the recommendations of the scrutiny review and business process re-design project.
- The aim of these changes will be to improve the end-to-end process time for users, from the first point of contact with the council to completion and sign off of adaptations, so that it does not exceed 164 days.
- The project will also implement a new performance management system, develop shared IT system usage and contribute to a 2* score in the ALMO inspection.

Original End Date: Dec-06
End date last month: Dec-06

Current End Date: Dec-06

Project Budget: N/A – all activities delivered by current staff establishment with no additional revenue costs.

MANAGEMENT SUMMARY

- The project aim is to improve the end-to-end process time for users, from the first point of contact with the council to completion and sign off of adaptations so that it does not exceed 164 days. A report to the project board on the 25th January showed that the end-to-end process time had improved to 347 days in December 2005 from 503 days in October 2004. This was a result of additional funding (£320,000) received to reduce the waiting list for assessment, which has fallen from 400 to 110 clients since October last year.

Amber traffic lights

- Following advice from HR it is now clear that as this project will propose changes to over 20 posts a report will need to be agreed by General Purposes Committee. This will delay the recently agreed timescales for the project and a revised date of 1 September 2006 has been set for the implementation of the new structure. The project is checking with the Head of Personnel whether the proposals can be agreed with the chair of General Purposes outside the meeting in order to reduce the timescales involved.
- In addition a number of difficulties have arisen:
 - there are more Occupational Therapists (OT's) now than in the proposed structure
 - there is an outstanding review of the recruitment and retention package for OT's which should have been done in August last year

Project Sponsor:
Anne Bristow

Project Manager:
Gary Jefferson

Risks	Issues	Resources	Budget	Timescale	Status	Month Last	Month This
A	A	A	A	A	A	A	A

Well Being Stream Board

Issues / Risks:

- The reduction in the waiting list for assessments has had an impact on capital budgets (Housing Revenue Allocation and Disables Facilities Grant) for 2006/07. Based on the assessments undertaken to date there is committed spend against the 2006/07 budgets to undertake capital works for major adaptations. As no additional capital is available in 2006/07 over the 2005/06 position, there will be a funding gap and it will not be possible to carry out all the works. Analysis is being undertaken to determine the size of the gap and this will be reported in the next report.

Well Being Stream Board

(3) HOMELESSNESS AND HOUSING OPTIONS PROJECT

PROJECT DESCRIPTION/OBJECTIVES

- The closure of the separate homelessness foyer at Apex House and the delivery of the service via Customer Services in one site on a trial basis, extending to four if the trail is successful.
- To merge the housing advice and homelessness teams.
- Increased emphasis on helping applicants to help themselves and to encourage the widest possible use of private sector accommodation as an alternative to Council-based temporary accommodation. In so doing, to reduce the number/proportion of applicants for which we accept housing duty, as alternative options will be offered.

Original End Date: 30-Aug-05 End date last month: 30-May-06	Current End Date: TBC – see below	Project Budget 2006/07: £111,000	Actual spend: £0 Forecast spend: £111,000
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MANAGEMENT SUMMARY

Red traffic lights

- As last month, the project is unable to confirm Go Live date for project as completion date for refurbishment of Apex House Customer Service Centre yet to be finalised. Total costs for refurbishment of Apex House established at £100k.
- **Resolution plan:** Julian Higson and Jane Waterhouse to produce a joint report analysing the current issues affecting the project to establish:
 - whether the project can be delivered within the planned timescales, including how the contractors for the refurbishment work will be appointed;
 - whether funding can be secured to deliver the accommodation refurbishment required; and what alternative options are available.

Progress

- Transition work under to implement Prevention model before Go Live with the development of a Prevention 'toolkit' for staff to use when interviewing clients. The Prevention 'toolkit' which consist of a number of proactive measures, such as mediation, sanctuary scheme etc. which will be offered to clients in order to prevent homelessness.

Month This Month	Month Last Month	Status	Time scale	Budget	Resources	Issues	Risks
R	R	R	A	G	R	R	

Project Sponsor:
Julian Higson

Project Manager:
Christian Carlisle

Well Being Stream Board

(4) COMMUNITY CARE STRATEGY IMPLEMENTATION

PROJECT DESCRIPTION/OBJECTIVES

- To close and demolish Osborne Grove long-term residential care home for older people and to design and build a 32 bed respite care home for older people.
- To refurbish 3 long-term residential care homes to a high standard.
- To explore options for 2 out of borough long term residential care homes.

Original End Date: May-07
End date last month: May-07

Current End Date: May-07

Project Budget: £4.08m

Actual spend: £534
Forecast Spend: £4.07m

Osborne Grove

Month This	Month Status	Last Status	Time scale	Budget	Resources	Issues	Risks
G	G	G	G	G	G	G	G

MANAGEMENT SUMMARY

Osborne Grove

- A pre contract meeting with the appointed construction contractor, Jerram Falkus Construction Ltd, took place on the 13th April 06. The contract for the works was agreed between Haringey's legal team and the contractor, and was signed, on the 7th April 06.
- The contractor will start on site on the 2nd May 06, from this date they will become responsible for the site. The request to set up on site earlier was refused on the grounds of risk to Haringey, as the site is susceptible to vandalism and illegal possession.
- Haringey's legal department has written to the owner and the tenant of a neighbouring property that has a fire exit opening onto the site. They have been informed there is no agreement for access to Haringey's site and the door will be taken out of service. The project manager and a fire office have tried to contact the tenant by telephone and visited the site. The property seems to be unoccupied and is heavily padlocked. To facilitate a start on site a Herras fence cage will be installed to ensure that safe exit from the building can be maintained however there will be no access onto the site, thereby ensuring site safety.
- Building Regulations application queries are being dealt with.
- Works to connect to the drainage run in Upper Tollington Park are being progressed as part of the main contract, this will incur road closures and as such statutory notices will be applicable.
- A meeting with The Commission for Social Care Inspections (CSCI) representatives took place on the 24h April. The expected use, design and operational policy of the new home were discussed. The conclusion is that the home is appropriately designed and there is no reason that registration should be problematic.

Project Sponsor:
Mary Hennigan

Project Manager:
David Bray

Well Being Stream Board

(4) COMMUNITY CARE STRATEGY IMPLEMENTATION CONT.

The Red House, Broadwater Lodge and Cranwood

Month This	Month Last	Status	Timescale	Budget	Resources	Issues	Risks
A	G	G	G	G	G	A	A

- The project plan for recruiting a home manager and staff has been revisited. Issue two has been circulated to the Service Manager and Personnel for comment. The financial implications on the service will be discussed; considerations surrounding the requirement by CSCI that the appointed manager be registered and a CRB check undertaken prior to completion of the home to ensure that commencement of operation is not compromised necessitates employing a manager seven months prior to opening. The Budget for the wage bill for this “no income” period needs to be considered.

Broadwater Lodge

- The handrail for the front entrance pedestrian ramp is the only outstanding item for this refurbishment. The ordering of the handrail was delayed due to a design oversight. This has been corrected and the handrail is ordered with a delivery and installation date of the 12th May 06. Once installed the practical completion certificate will be issued to the contractor, Jerram Falkus Ltd.

Cranwood

- Snagging has been reported as completed by the main contractor, Makers UK Ltd. A meeting with Haringey’s Construction Procurement Group Manager, the Home manager, Project Managers and the Contract Administrator is arranged for the 3rd May 06. If satisfactory the refurbishment will formally be completed.

The Red House

- The new lift was completed on the 28th April 06. The first floor bedrooms, kitchenettes, lounges, remodelled staff areas and a new walkway are scheduled to complete by the 5th May 06.
- The key factors that may delay the move of residents from the ground floor to the first floor area are being managed to attempt to mitigate the current problems.
- Timescales / Issues:** An issue has arisen over the delivery of panel ducting. The supplier is quoting a delivery date of the 19th May 06; this will lead to a two weeks slippage in the programme. Alternative suppliers have been approached and are unable to improve on the lead-time. An alternative would be to box in with ply board and either tile or paint. This is not recommended as it is known to be a maintenance liability with tiles and paint lifting off these surfaces.

Well Being Stream Board

(4) COMMUNITY CARE STRATEGY IMPLEMENTATION CONT.

Trentfield

Risks	Issues	Resour ces	Budget	Time sc ale	Status Last Month	Status This Month
G	G	G	G	G	G	G

Cooperscroft

Risks	Issues	Resour ces	Budget	Time sc ale	Status Last Month	Status This Month
G	G	G	G	G	G	G

- If a resolution is not found for the panel ducting the move of residents to the first floor will, be rescheduled to the 23rd May 06 or a temporary solution installed. An options appraisal will be undertaken as soon as the results of current attempts to improve on delivery are known.
- Furnishing, fixtures and fittings have been selected however a decision has been made to move residents with their current furniture and supply new furniture at the completion of the project. The staff, residents and relatives have been involved with the room colour choices.

Trentfield

- The home was closed on the 27th March 06, is into its marketing phase.
- The adverts in the "Estates Gazette" and "This Caring Business" created interest from property developers and care home providers.
- 200 information packs have been requested and sent to interested parties.
- 50 potential bidders have visited Trentfield for viewing.
- The tender deadline passed on the 28th April 06.
- Bids will be opened on the 2nd May 06.

Cooperscroft

- Staff consultations have been concluded apart from 4 night workers. A visit by the Pensions Team is still outstanding and is scheduled for early May 2006.
- A draft contract has been sent to Rockley Dene for the attention of their Solicitors. The main body of the contract was sent on its own, with the schedules and Social Care Block Contract to be sent out within the next two weeks. The detailed work of preparing these schedules is well underway and will be completed and sent to Rockley Dene by the planned date.
- A meeting is to be held with Management, Rockley Dene's Solicitors and Haringey's Solicitors within the next couple of weeks to finalise the contract negotiations.

Budget

- Note: the £10K underspend shown against the overall budget is because the fee for the Quantity Surveyor, Potter Raper, was invoiced in 2005-06 rather than 2006-07.

SECTION 4 – BETTER HARINGEY STREAM BOARD

Better Haringey Stream Board							
(1) COMMUNICATIONS		PROJECT DESCRIPTION / OBJECTIVES					
		<ul style="list-style-type: none"> Communicate improvements to staff, local residents, businesses and visitors including hard to reach groups. Encourage uptake of environmental services through targeted information and education, and to encourage residents, businesses and visitors to help sustain those improvements. To support other key corporate projects to enhance the Council's reputation locally, within London and nationally. 					
		Original End Date: End date last month:		Current End Date: ongoing		Project Budget: The Communications strand of the Better Haringey programme contains budgets from a variety of areas, which are monitored and managed separately.	
		MANAGEMENT SUMMARY					
		Information					
		<ul style="list-style-type: none"> Purdah period successfully negotiated. Work continuing on advertising campaign promoting our parks. 2006/7 Communications plan being prepared for first steering group in June. Work commencing on improving distribution of information to public places e.g. doctor's surgeries. 					
		Events					
		<ul style="list-style-type: none"> Clean Sweep project closure documentation produced, with proposals for future rolling programme. Project Initiation Documentation is to be developed. Better Haringey Trail business case produced – to be developed into PID. Better Haringey Awards 2006 options paper produced – once agreed to be developed into PID. 					
		Education					
		<ul style="list-style-type: none"> Work programme of projects developed, for submission to Children's Services DMT for approval. Project steering group established – will meet quarterly. The current Project Manager is about to commence a new post - options for recruiting to this post are being actively explored. 					
Status This Month	Status Last Month	Time scale	Budget	Resources	Issues	Risks	
G	G	G	G	G	G	G	

Better Haringey Stream Board

(2) SUSTAINABILITY

PROJECT DESCRIPTION / OBJECTIVES

- To lead on the Council's response to climate change in order to facilitate a change in behaviour of all the community.
- To encourage civic pride amongst residents.

Original End Date:
End date last month:

Current End Date: Ongoing

Project Budget: The Sustainability strand of the Better Haringey programme contains budgets from a variety of areas, which are monitored and managed separately.

Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
G	G	A	G	G	G	G

MANAGEMENT SUMMARY

Climate Change

- Links being made between the NRF 'Better Places' themed projects and the Better Haringey programme, e.g. development of a climate change strategy / action plan and developing practical projects to promote reduction in energy use and increased use of renewable energy.

Recycling

- Recycling site installed at Sheldon Avenue N6 to serve residents of Aylmer Court, High Sheldon, Heron's Lea, Miriam Court and Whittington Court.
- Discussions continuing with Haringey Accord over the introduction of a trade waste recycling service.
- Assemblies and workshops continue with schools to introduce recycling and composting, as well as to introduce the Eco-Schools programme.
- Key offices in Wood Green and Tottenham are participating in the Council Office recycling scheme.
- Green/organic waste collection continues from 32,000 properties on the commingled recycling rounds, contributing to the Council's BV82 performance. Expansion of commingled rounds is planned for later in 2006.
- 35 parents are signed up to Real Nappies so far.

Recreation

- The Parks Improvement Programme has experienced some slippage due to contractor capacity and volumes of work across London.
- £3.8m HLF bid submitted for major new play area in Noel Park. Stage 1 decision due in September.
- PIDs and related project documentation being produced for Neighbourhood Renewal Fund (NRF) / Safer Stronger Community Fund (SSCF) schemes.

Better Haringey Stream Board

(2) SUSTAINABILITY CONT.

- Green Flag external assessments start at Priory Park on 22 May, rolling out to a further six sites (Stationers, Railway Fields, Chapmans Green, Downhills Park, Albert Road Recreation Ground, & Bruce Castle Park).
- Resurfacing work completed at Albert Recreation Ground, Greengate Common, and at Falkland & Fairfax playing surfaces.
- Fencing works completed at Downhills Recreation Ground, Finsbury Gardens, Woodside Park, Wolves Lane Allotments and Mannoek Road Allotments.
- Designs completed for landscape works in Wood Green and Bounds Green Road.

Better Haringey Stream Board

(3) PUBLIC REALM CONT.

PROJECT DESCRIPTION / OBJECTIVES

- To measurably improve the natural and built environment.
- To raise performance of environmental services across the council.
- To encourage civic pride amongst residents

Original End Date: Ongoing

Current End Date: Ongoing

Project Budget: The Public Realm strand of the Better Haringey programme contains budgets from a variety of areas, which are monitored and managed separately.

Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
G	G	A	G	G	G	G

MANAGEMENT SUMMARY

Cleanliness

- Project management arrangements for NRF / SSCF projects under the Better Places theme that are also Better Haringey projects are being streamlined.

Enforcement

- Operation Early bird has monitored licensed premises to ensure they adhere to their conditions. During April, six files have been passed to legal for prosecution.
- Joint operations with White Hart Lane Safer Neighbourhoods Team (SNT) successfully run to tackle unlicensed waste carriers (2 vehicles), and vehicles for sale on the highway (5 vehicles) under the new Cleaner Neighbourhood & Environment Act 2005.
- Joint operations with White Hart Lane SNT successfully run to tackle unlicensed payout gambling machines and unlicensed sale of alcohol. 5 payout machines have been seized, along with a quantity of alcohol.
- Joint operations to continue across the borough, in particular tackling Queens Parade, N11 to make it cleaner and safer.

Built Environment

Better Haringey Estates Improvement Programme (BHEIP)

- Construction of 14 cutting edge recycling sites is due for completion by end of May. Some slippage has occurred due to an extended consultation period.
- All significant door entry works completed across the Estates Improvement Programme. Operating system due for completion within 2 weeks.

Better Haringey Stream Board

- Lighting works at Imperial Wharf are continuing – this is the last estate to be completed in the programme.
- Priorities to be established for BHEIP programme in 2006/7.

Street Lighting Improvement works

- EDF connection works to lighting schemes commenced in 2005/6 are being carried out.
- New schemes in Woodside are the next in the programme to commence.
- Programme for 2007/8 will need to consider balance of work between lighting improvements in areas of high crime and traffic schemes to reduce accidents, versus replacement of columns that exhibit excessive corrosion.

Other projects

All 'Making the Difference' works in Parks and Green Spaces have been completed, with minor works to be completed at Bounds Green Road and Palace Gates Triangle.

SECTION 5 – PEOPLE STREAM BOARD

People Stream Board							
(1) EQUAL PAY REVIEW		Project Description/Objectives					
		<p>To implement a new pay and conditions package that takes account of equal value considerations and meets the 2004 National Local Government Services pay deal for single status harmonisation of manual and officer conditions. To this end the pay and conditions package will deliver the following:</p> <ul style="list-style-type: none"> • A new pay and grading structure with simplified grades and progression criteria • One job evaluation scheme to be used for all staff within a specified pay range • Pay protection arrangements • A set of premium rates to be applied to employees required to work 					
		Original End Date: 31 March 2007 End date last month: 31 March 2007		Current End Date: 31 March 2007		Original Budget: £100,000	Forecast Spend: £100,000 Spend to date: None
		MANAGEMENT SUMMARY					
Month This	Month Last	Status	Timescale	Budget	Resources	Issues	Risks
G	G	A	G	G	G	G	G
<p>Project Sponsor: Andrew Travers</p> <p>Project Manager: Steve Davies</p>		<ul style="list-style-type: none"> • The national pay agreement 2004 for Local Government Service workers ensures that Local Pay Reviews must be completed and implemented by 31 March 2007. The national agreement also specifies that management and trade unions should enter into negotiations, with a view to reaching an agreement on new local pay structures and systems. • A Pay and Conditions Proposal has been drafted to address the above. This outlines proposed changes to the pay structure, the job evaluation process, allowance proposals and suggested changes to other employee benefits. • The above proposal has been shared with the Project Board and Trade Union Representatives. • Following the initial meeting to discuss the proposal with Trade Union Representatives negotiations are required to be extended beyond the original target date. This is due to the contentious nature of some of the issues in the proposal and the increased length of time needed for negotiations required to reach agreement on these issues. 					
		<p>Timescales</p> <ul style="list-style-type: none"> • Stakeholder negotiations deadline extended from March to October this year. Timescales have been revised and monthly meetings scheduled with Trade Union representatives in order to progress with negotiations. • As the negotiations will take longer than originally anticipated there may be an impact on the subsequent timescales but at this stage there is no anticipated affect on the project budget or overall implementation date. As the project is only in its early stages this will be monitored and reviewed at a later date. 					

People Stream Board

(2) INVESTORS IN PEOPLE

Project Description/Objectives

- This project covers the activities to achieve success in the post recognition review for Investors in People Standard by April 2007 and retain liP status.

Original End Date: Apr-2007
End date last month: Apr-2007

Current End Date: Apr-2007

Original Budget: £11,000

Forecast Spend: £11,000
Spend to date: £600

MANAGEMENT SUMMARY

Risks	Issues	Resources	Budget	Time scale	Status Last Month	Month Status This Month
A	G	G	G	G	G	G

- The Investors in People post recognition review process has been agreed with our assessor Bruce Macrae. It will begin in January 2007 and finish in April 2007. The approach is to have a rolling review process, this will provide the opportunity to bank areas where we meet the standard and provide space to rectify any gaps before completing the assessment period. The assessment will take place in three stages.
- The new liP Standard is a more challenging one. We know that a number of organisations have not been successful in the post recognition process. Our approach to the assessment and the timetable will give us greater opportunities to prepare.
- Following discussions held at the People Stream Board on 3 May 06, a proposal has been developed to develop the current liP Project into a Programme, with a number of projects reporting to it. Once this has been agreed a project initiation document will be written and submitted to the June Stream Board.
- Making it Happen (MIH) groups are now established in all directorates. A template has been developed to prompt discussions at MIH groups/management teams. All OD&L consultants have been briefed and tasked to roll this out over the next month, in advance of the Staff Survey.
- The Staff Survey will be issued at the Summer Event. Survey for managers and will be electronic. Results will be available mid June.

Risk

- Making it Happen groups are up and running or there is a commitment to establishing them in all directorates. There is a risk to the project if these groups are not effective. They were an essential part of the process of gaining liP status in 2005. To mitigate this risk, OD&L consultants are attached to each MiH group to drive forward the work programme.

Project Sponsor:
Dr Ita O'Donovan

Project Manager:
Karen Rowing

SECTION 6 – VALUE FOR MONEY STREAM BOARD

Value for Money Stream Board							
(1) ACCOMMODATION STRATEGY		PROJECT DESCRIPTION / OBJECTIVES					
		<ul style="list-style-type: none"> To establish two additional Customer Services Centres To establish an administrative hub in Wood Green and refurbish office buildings in Wood Green To dispose of those buildings which consequently become surplus to requirements 					
		Original End Date: Dec-2008 End date last month: Dec-2008		Current End Date: Dec-2008		Project Budget: £3319k	Actual spend: £0 Forecast spend: -£1669k due to slippage in start dates for Alex House, 40 Cumberland and 48 Station Rd. refurbishments.
		MANAGEMENT SUMMARY					
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks	
G	G	A	G	G	A	G	
		<p><u>Alexandra House</u>- Refurbishment contract due to be let week beginning 15 May.</p> <p>Timescale</p> <ul style="list-style-type: none"> The planned vacation and disposal of some buildings (e.g. Civic Centre) may be delayed by the need to provide temporary accommodation for services which have outgrown their accommodation. Development/replacement of the Civic Centre is now also subject to the outcome of the Wood Green Town Centre Masterplan. <p>Issues</p> <ul style="list-style-type: none"> Current uncertainties about new structures (e.g. Children's Service) affect future Accommodation Planning. 					
		<p>Project Sponsor: Dinesh Kotecha</p> <p>Project Manager: Ruth Gibson</p>					

Value for Money Stream Board

(2) CORPORATE MANAGEMENT OF PROPERTY

PROJECT DESCRIPTION / OBJECTIVES

- Ensure that the Council can demonstrate its buildings are legislatively compliant, safe and fit for purpose.
- Release front line services from non-core responsibilities on building maintenance.
- Provide a more strategic and better planned use of the building assets
- Promote best practice in the management and maintenance of the building portfolio.
- Deliver best value in the delivery of the maintenance services.

Original End Date: Dec 2006 End date last month: Dec 2006	Current End Date: Dec 2006	Project Budget: £500k	Actual spend: 0 Forecast spend: £500k
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Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
G	A	G	G	G	G	G

MANAGEMENT SUMMARY

- The new Property Helpdesk system was launched at the beginning of April 06 and early reports have been positive from a small sample of users. The system is still operating on the "FM Database" due to continuing snags with the LIVE database. An action plan has been developed to resolve these issues.
- All the building surveys were completed for the 31st March 2006 and have been delivered in both hard and electronic format to Haringey Corporate Property Services. Temporary effort has been resourced for a period of 2 to 3 months to enter the Condition Surveys and Asset/Maintenance Plans onto Manhattan.
- Work on developing the skills and capacity to deliver the CMP strategy has commenced and draft Job Descriptions are being developed for key roles.
- Meetings have taken place with cross service CMP Stakeholders and an action plan has been agreed to improve communications within an Assets Management Group.

Project Sponsor:
Dinesh Kotecha

Project Manager:
John Barnett

Value for Money Stream Board

(2) PARKING EFFICIENCY REVIEW

PROJECT DESCRIPTION / OBJECTIVES

This is one of the first two efficiency reviews that the Council is undertaking in response to the Gershon report and Audit Commission focus on value for money. Specific objectives are:

- To review the budget preparation process and the financial structure of the service
- To examine the allocation of parking revenue
- To identify unit cost/VFM indicators and comparative data for the service
- To identify outcome indicators of performance.
- To examine policy framework for the service and the future developmental requirements for the service
- Examine the reasons for low customer satisfaction with parking services

Original End Date: May-2006
End date last month: May-2006

Current End Date: May-2006

Project Budget: N/A – all activities delivered by current staff establishment with no additional revenue costs.

Status This Month	Status Last Month	Timeliness	Budget	Resources	Issues	Risks
G	G	G	G	G	G	G

MANAGEMENT SUMMARY

- The Parking Efficiency Review is one of two initial efficiency reviews decided on by Members of the Executive Budget Working Group. The reviews are designed to assist in achieving the Value for Money (VFM) agenda.
- The review started in early February and this is the first Project Highlight Report covering the period 1st February – 31st March 2006.
- To date:
 - the service self-assessment has been completed and relevant staff have been interviewed.
 - Performance, Financial and Productivity information has been gathered initial analysis has taken place and further requests for information have now been responded to.
 - Residents survey analysis has taken place and major issues identified
- There is some slight slippage regarding identification of progress on previous reviews recommendations and the analysis of finance and performance information has taken longer than expected due to the need to clarify and reconcile information received. The review is still on track to report by the end of May.

Project Sponsor:
Anne Bristow

Project Manager:
Jaine Le Cornu

Value for Money Stream Board

(3) HOMECARE EFFICIENCY REVIEW

PROJECT DESCRIPTION / OBJECTIVES

This is one of the first two efficiency reviews that the Council is undertaking in response to the Gershon report and Audit Commission focus on value for money. Specific objectives are:

- To look at the demand and supply of internal homecare provision and assess the potential impact on shift patterns
- To identify efficiencies in the operational management of internal homecare provision
- To identify unit costs and compare those costs with others
- Compare the internal provision with the block contractor suppliers
- To review the current budget structure and costs in the context of the policy framework
- To examine customer satisfaction with the service

Original End Date: 14-Apr-06
End date last month: 14-Apr-06

Current End Date: 30-May-06

Project Budget: N/A – all activities delivered by current staff establishment with no additional revenue costs.

Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
A	A	R	G	G	G	G

MANAGEMENT SUMMARY

Timescales / Status:

The final report was considered by the Project Board on 8 May and additional work was requested to examine different models of care, supplies and services and provide a more detailed breakdown of Homecare's unit cost figure. This will delay completion of the final report by 3 weeks to 30 May.

Project Sponsor:
Anne Fisher

Project Manager:
Catherine Cobb

Overall, the review has examined:

- Customer Satisfaction and a comparison between external and internal provision
- Identification of unit costs for 2005/06 data to be broken down within the internal service to show rapid response and the night service as well as a general unit cost for standard homecare. Develop an overall forecast for 2006/07.
- Calculation of the unit cost of external provision.
- Mock HH1 return for week beginning 14th November 2005, to audit the calculation of contact hours.
- Examination of demand and supply of care hours, within each internal team. For week beginning 14th November. To analyse the existence of spare capacity.
- Development of options to address the high cost and low contact hours as shown in the vfm profile.
- External benchmarking with other similar authorities on number of staff, contact hours and unit costs.

Value for Money Stream Board

(4) PROCUREMENT PROGRAMME

PROJECT DESCRIPTION / OBJECTIVES

- To deliver Gershon recommended efficiencies in terms of cashable and non-cashable savings.
- To achieve a target of £2m (£3m stretch target) savings over 2005/7 (£2m cashable, £1m non cashable).
- To deliver against National Procurement Strategy milestones and deliver procurement objectives.
- To ensure the Council's Procurement Strategy is updated, published and embedded.
- To develop a best practice model for the provision of temporary staff and permanent recruitment.

Analysis of annual procurement spend (2004/5) on goods and services has identified key areas for efficiency review. These are:

- Bought in Legal Services
- Temporary Accommodation
- Training Consultants
- Marketing and Communications
- Transport Services

Original End Date: Apr-2007
End date last month: Apr-2007

Current End Date: Apr-2007

Project Budget: N/A. £200k savings achieved in 2005/6; £800k expected in 2006/7 from the new agency contract; Projected shortfall of £1m anticipated to be achieved through the 5 new efficiency review projects.

MANAGEMENT SUMMARY

1) PIDs have now been developed for:

- Bought in Legal Services
- Training Consultants
- Transport Services

Ownership of these projects has been agreed and PIDs are being submitted for discussion and approval to the VfM Stream Board in May.

Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
A	G	G	G	G	R	G

Project Sponsor:
Andrew Travers

Project Manager:
Michael Wood

Value for Money Stream Board

(4) PROCUREMENT PROGRAMME CONT.

2) PIDs are also being developed for:

- Marketing and Communications
- Temporary Accommodation

These PIDs are currently work-in-progress and will be submitted to the June VfM Stream Board meeting for discussion and approval.

A spend analysis report has been submitted to the Children's Service for action. Once the initial sift is complete, the necessary procurement strategy will be managed and reported as a project via the VfM Stream Board.

A similar spend analysis exercise has been done for the Chief Executive Service and this will be released to Directors this month.

Each directorate will receive a report in due course for their areas of spend.

Issues / Status:

The overall savings target of £2m requires £1m to be achieved in 2006/7 from new projects listed in the highlight report. Given that these projects are at the PID stage, this places the savings target in doubt.

Value for Money Stream Board

(5) USE OF RESOURCES

PROJECT DESCRIPTION / OBJECTIVES

The project will implement the action plan developed in response to the Audit Commission assessment of the Use of Resources block of the CPA completed in October 2005. The aims include:

- To achieve an overall level 4 criteria of the Key Lines of Enquiry in September 2006
- To improve from level 2 to levels 3 and 4 on value for money and internal control respectively.
- To improve from level 3 to level 4 on financial standing, financial reporting and financial management.
- To show progress on District Audit recommendations from September 2005 by April 2006.

Original End Date: Dec-06

Current End Date: Dec-06

Project Budget: N/A – all activities delivered by current staff establishment with no additional revenue costs.

Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
G	G	A	G	G	G	G

MANAGEMENT SUMMARY

- The project will implement the Use of Resources Action Plan.
- To address the value for money and efficiency agenda, two efficiency review projects in homecare and parking began in January 2006. These should be completed by May 2006.
- In April the audit commission will look at a sample of VFM profiles, the homecare efficiency review and SAP to see how Haringey is tackling value for money.
- The comprehensive list of partnerships has been finalised and all business units have been consulted. Terms of reference and key documentation for all partnerships are being gathered by member services and will be given to internal audit to carry out assessment, monitoring and evaluation as part of the audit plan for 06/07.
- The first draft of the corporate business plan has been prepared, full plan to be published by the end of May 06.
- Action plan developed to review Corporate Property Function, Asset Register and Performance. Changes planned in the structure in the first half of 2006/07.
- The report on whole life costing has been drafted and reported to the Use of Resources group on 10 May
- The transfer of the register of interest, gifts and hospitality has not been transferred to Personnel. The target date has been revised from March to June 2006.
- Resources identified to review the budget scheme of delegation by December.

Project Sponsor:
Andrew Travers

Project Manager:
Gerald Almeroth

Timescale:

- The register of interest, gifts and hospitality will now be transferred to Personnel at the end of June 2006 rather than March 2006.

SECTION 7 – CUSTOMER FOCUS STREAM BOARD

Customer Focus Stream Board							
(1) CUSTOMER SERVICES STRATEGY			PROJECT DESCRIPTION/OBJECTIVES				
			<ul style="list-style-type: none"> The Customer Service Strategy aims to ensure that 80% of contacts with customer services (including the website and automated telephone lines) will be resolved at the first point of contact and that access will be offered across more Council services, working towards 80% of all customer contacts. 				
			Original End Date: March 2006 End date last month: March 2009		Current End Date: March 2009		Total Budget: Development work is funded from mainstream funding and the net revenue effect is nil.
			MANAGEMENT SUMMARY				
			Achievements				
			<ul style="list-style-type: none"> Met with Head of Service on 12th April and obtained Agreement to Proceed for Members Services. 				
			Amber traffic lights				
			<ul style="list-style-type: none"> Having been ready to go live with Parking Permits in March, it was discovered that the "Cash Tills" option, necessary to issue permits, could only operate on a thick client. An interim fix has been agreed with IT and will be implemented by June to enable go-live. E-Payments (customer present) implementation in Customer Service Centres is delayed as the ability to deal with E-Payments requires Thick Client machines. As Thin Clients have been installed on every workstation across Customer Services an interim fix is required to enable these projects to be implemented. Longer term, the Civica / Radius solution will enable E-Payments for all services including Parking Services. The Planning Implementation project began in September 2005. Since then, scoping and various process development exercises have been carried out but no agreement to proceed has been made. Planning have raised a concern that they feel the capability within Customer Services is not at a high enough level to be able to deal with their queries effectively. A meeting will be held in May with the Head of Planning to discuss any concerns and obtain an agreement to proceed. The Enforcement database (MVM) Upgrade Project has started again, but as yet no go-live date for the system has been set. Following a phase 2 implementation proposal meeting with the Head of Service, a collective decision was made not to go live using e-forms, but to implement phase 2 of Enforcement when Customer Services have access to the MVM system. This will avoid duplicate entry of data. 				
<p>Project Sponsor: Jane Waterhouse</p> <p>Project Manager: Carla Segel</p>							
Month	Month Status Last	Month Status Last	Time scale	Budget	Resources	Issues	Risks
A	A	A	G	G	A	A	

Customer Focus Stream Board

(2) SIEBEL DEVELOPMENT

PROJECT DESCRIPTION/OBJECTIVES

The purpose of this project is to implement a new customer relationship management system in Customer Services, by upgrading to Siebel version 7.7 for the public sector. This will:

- provide quicker call transaction times
- reduce the cost of call handling within the Customer Service Centres
- improve management information and provide better control, planning and deployment
- better use of Siebel capability

Original End Date: 10-May-06 End date last month: 10-May-06	Current end date: 10-May-06	Project Budget 2006 /07: £194,000	Actual spend: £0 Forecast spend: £194,000
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Month This	Month Last	Status	Time scale	Budget	Resources	Issues	Risks
G	G	G	G	G	G	G	G

MANAGEMENT SUMMARY

- The upgrade to Siebel 7.7 was planned to take place in two phases (or releases). The first phase was implemented before Christmas 2005.
- The activities to support the second phase of the Siebel upgrade are underway. This phase will be implemented in two parts. The first part (Release 1.1) was successfully launched in early February, providing Customer Services with improved functionality.
- The focus for April has been the completion of the System and User Acceptance Testing and training for Release 2. Siebel Release 2 was successfully implemented on May 8th 2006 as planned.
- A new Training environment has been delivered and progress has been made on the cleansing and validation of Address and Ward data.

Project Sponsor:
Jane Waterhouse

Project Manager:
Nayan Datta

Customer Focus Stream Board

(3) E-PAYMENTS

PROJECT DESCRIPTION/OBJECTIVES

- To allow payment over the internet of sundry debts, Council Tax, rent and NNDR.
- To allow collection of debt over the telephone
- To implement card payments

Original End Date: Mar-06
End last month: Mar-06

Current End Date: May-06

Project Budget 2006/07: £140,000

Actual spend: £140,000
Forecast spend: £140,000

MANAGEMENT SUMMARY

Month This Month	Month Last Status	Time scale	Budget	Resources	Issues	Risks
G	A	G	G	G	G	G

- Pilot implementation of customer present card services in Customer service Centres is still being resolved by the ITS technical team. No implementation date has yet been agreed.
- Payment denials (system for managing returned payments) is currently awaiting prioritisation for packaging.
- The Allpay (Cash payment card network) interface has been upgraded to include a further payment network.
- Changes to the intranet have been made for commercial rent transactions to allow payments to be taken for Manhattan tenant demands.

Project Sponsor:
Gerald Almeroth

Project Manager:
Ian Wellbelove

Amber traffic lights

- The key project concern during this period has been the resolution of the interface specification to allow for parking payment to be taken using all of the existing payment channels. Civica have offered a full upgrade of our existing ATP solution to the latest "Authority ATP" solution. It is expected that if this is agreed by the project board that the upgrade and testing required will take approximately 3 months to complete. Additional budget will be required to support this plan.
- **Customer Focus Board Update:** Parking payments were outside the original project scope. Therefore the Customer Focus Board took a decision not to upgrade the ATP system but to close the project and revisit the next phase later in the year.

Customer Focus Stream Board

(4) HOUSING REPAIRS PHASE 2: TASK IMPLEMENTATION

PROJECT DESCRIPTION/OBJECTIVES

- This is the second phase of the Housing Repairs system upgrade project. In the first phase, completed in 2005, the OptiTime system was implemented enabling automatic scheduling of housing repairs appointments. The aim of the second phase is to implement Task which is the contractor component of the Housing Repairs application and will manage materials, cost and human resources issues.
- The aim of these changes is to improve performance against key indicators including % of jobs completed on first visit and % urgent repairs completed within Government timescales (BV72).

Original End Date: Mar-06
End date last month: Mar-06

Actual End Date: 7 April 2006

Original Budget: £507,000

Forecast Spend: £ 396,050
Spend to date: £ 315,837

Month	Month Status	Month Last Status	Time sc ale	Budget	Resour ces	Issues	Risks
G	G	G	G	G	G	G	G

MANAGEMENT SUMMARY

- Task went live as planned on 28 February. On 7th April, the Project Board agreed to close the project and transfer any remaining issues to Housing Repairs and the Housing Information Team for ongoing support and development work. Therefore this is the last management summary that this project will provide.
- The Project Closure report will be presented to the June meeting of the Customer Focus Stream Board.

Project Sponsor:
Bob Watts

Project Manager:
Sue Cameron

Customer Focus Stream Board

(5) INSOURCING ICT LEVEL 1 PROJECT

PROJECT DESCRIPTION/OBJECTIVES

- To transition support of the infrastructure delivered by the Tech Refresh programme from the project team to permanent staff
- To outsource the Networks and Security element to a new managed service provider and to purchase 3rd party software tools as required by the service management design
- To design processes and develop role definitions to deliver a user support and infrastructure maintenance service based where applicable on ITIL recommendations.
- To design an organisational structure that encapsulates the defined roles and processes, utilising existing resources as much as possible to fill the new structure and recruiting additional skilled resources where necessary.

Original End Date: Dec 2006
End date last month: Dec 2006

Current End Date: Dec 2006

Project Budget: Detailed cost plan has been approved but is subject to agreement by the Executive in June.

MANAGEMENT SUMMARY

Again programme progress has been good. Previous concerns relating to availability of resources and ambitious timescales and the associated risks and issues have been largely addressed through re-planning and/or re-scoping of the affected activities. This re-planning opportunity has also been used to validate the draft plan using industry standard techniques resulting in a clearer understanding of the products that will come out of the planned activities and thus allowing better management of scope, quality and, ultimately, timescales and budget. The finalised programme budget proposal, including a contingency fund, is awaiting sign-off by the Council Executive.

As a result the overall programme RAG status is now Green.

Timescale – The draft programme plan presented at the last Programme Board meeting is being finalised this week and next using the output from the validation process. A few changes have been made to accommodate specific resource and timescale concerns, but the programme end-date has not moved and most milestones are unaffected. Hence the programme timescale RAG status continues at Green.

Budget – The budget and contingency proposal has been finalised and is awaiting sign-off by the Council Executive at the next opportunity. A programme change control process has been proposed that will allow careful management of any growth in costs that will impinge on the contingency fund. The delay in signing off the budget means that the programme budget RAG status continues at Amber.

Project Sponsor:
Davina Fiore

Project Manager:
Lidia Lewis

Risks	Issues	Resour ces	Budget	Timesc ale	Status Last Month	Month Status This Month
G	G	G	A	G	A	G

Customer Focus Stream Board

**(5) INSOURCING ICT
CONT.**

Resources – 14 former NIS resources started working in mostly interim roles within the Service Delivery stream under the Council’s TUPE obligations. While there is still a concern around sufficiency of resources to quickly reduce the operational change implementation backlog, overall the programme resources RAG status has reduced to Green.

Issues – Most issues are being satisfactorily managed, thus the programme issues RAG status has reduced to Green.

Risks – Most risks are being satisfactorily managed, therefore the programme risks RAG status has reduced to Green.

The programme streams have made progress in the following key areas:

- **Service Management Design** – An ITS customer satisfaction survey is being finalised for distribution to a large proportion of Council staff in the near future – this will provide a baseline for one of the programme performance measures as outlined in the revised PID presented at the last Programme Board meeting; a draft “To-Be” charter has been completed and is being discussed with ITS and Business Partners in order to balance benefits all round; draft “To-Be” processes are being defined in parallel; the RFP process for the Service Management tool procurement has resulted in 7 responses being received for evaluation, which will be reduced to 3 candidates for detailed assessment.
- **Service Delivery** – The important customer service application Respond was rolled out successfully with only minor issues; the initial draft of the April performance report has been completed; BAU backlog continues to reduce, although more slowly than desired due to resource constraints and large volumes of BAU activities; changes to IT systems resulting from changes to the list of Members after the recent local government elections have been completed despite some organisational difficulties.
- **Resource** – 15 former NIS resources formally became Haringey Council employees this week under the terms of TUPE, although 1 of these resources is on long-term sick leave; a 16th resource has an ongoing personnel issue that needs resolving if he is to join the Council; work on the new ITS structure report continues, including the preparation of a proposal to make the report’s sign-off into a 2 phase process to accommodate the tight timescales imposed by the schedule of Executive meetings; the early recruitment initiative agreed to at the last Programme Board meeting is progressing, although there has been a slight delay in confirming the 3rd party supplier of recruitment services.

Customer Focus Stream Board

(5) INSOURCING ICT CONT.

- **Programme Quality Assurance** – Terms of Reference have been completed for all four areas of independent challenge, although project briefs may vary slightly from these as a result of more detailed discussions with the parties who will provide the challenges; a meeting with the British Computer Society resulted in a more detailed understanding of what they can provide in the way of independent challenge as well as other benefits to the programme; work on developing the content and supporting technology for the forthcoming ITS customer satisfaction survey will be completed this week in conjunction with the Service Management Design stream.
- **Procurement** – Service desk tool procurement activity is reported under the Service Management Design stream; detailed contractual agreement with 3rd party supplier of Network & Security services is nearing completion; the Council's requirements are being gathered with respect to printer maintenance in preparation for a tendering process with local maintenance service suppliers.

PROGRAMME OFFICE COMMENTS	
1	Attendance at some stream boards in May was low and deputies were nominated in a number of cases. CEMB is asked to remind their representatives of the importance of attending the stream boards in person wherever possible.
2	In accordance with the report agreed at CEMB on 2 May, the Housing Programme Board has been set up to manage Housing projects in the lead-up to the Homes for Haringey inspection. This board will start to report up through the programme from June 2006.
3	The Children and Young People Stream Board recommended that the Youth Service Improvement project should not be required to report to the programme as there is no longer any major capital spend attached to this project and the remaining activities are service management issues which should be dealt with as part of business-as-usual work. CEMB is asked to confirm whether this project should be removed from the programme.

Agenda item:

Executive**On 13 June 2006**Report Title: **IT insourcing: budget issues**Forward Plan reference number (if applicable): **N/A**Report of: **Chief Executive**Wards(s) affected: **All**Report for: **Information****1. Purpose**

- 1.1 To set out the progress in the insourcing of the support for the Council's IT infrastructure.
- 1.2 To report the emergent financial challenges caused by the reopening of negotiations in December 2005, the agreement reached with the former supplier and the approach adopted by the former supplier as the settlement was reached and subsequently.
- 1.3 To highlight the risks and challenges as the insourcing project moves forward.

2. Introduction by the Leader

- 2.1 The previous administration made a difficult decision to insource its IT infrastructure support arrangements. As set out in the report the costs of doing this have increased for a variety of reasons.
- 2.2 Modern organisations that are heavily dependent on IT need robust support arrangements, and we have decided these are best delivered in-house rather than relying on third party contractors. The move gives us important in-house capacity and a structure to ensure not only the maintenance and security of vital IT systems now but a strong cost-effective basis for developing our IT systems in the future.
- 2.3 The cost increases have been contained within existing resources and there will be no impact on the council tax.
- 2.4 The insourcing project will be tightly managed by the Chief Executive and her team and tightly overseen by me and my colleagues on the Executive.

3. Recommendations

- 3.1 To note the completion of the Tech. Refresh project and the reasons for the Insourcing project.
- 3.2 To note the emergent financial challenges facing the insourcing project and the

Council's IT budgets and, in particular, their direct causes namely: the reopening of negotiations in December 2005, the settlement agreement reached with the former supplier and the approach adopted by the former supplier as the settlement was reached and subsequently.

3.3 To note that the proposed approach to the funding of these budget challenges as set out.

3.4 To note the risks and challenges facing the insourcing project and the arrangements that have been put in place to manage those risks.

Report Authorised by: **Dr Ita O'Donovan (Chief Executive)**

Contact Officer: **Justin Holliday (Assistant Chief Executive (Access))**
020 8486 3129 justin.holliday@haringey.gov.uk

4. Executive Summary

4.1 The report sets out the progress in the insourcing of the support for the Council's IT infrastructure and the emergent financial challenges caused by the reopening of negotiations in December 2005, the agreement reached with the former supplier and the approach adopted by the former supplier as the settlement was reached and subsequently. It concludes by highlighting the risks and challenges as the insourcing project moves forward

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

5.1 The report does not in itself represent proposed or actual changes in policy.

6. Local Government (Access to Information) Act 1985

6.1 No background papers were used in the writing of this report which are not exempt.

7. Background

- 7.1 In June 2003, the Executive agreed a project to refresh the Council's infrastructure. This was a planned replacement of the Council's entire IT infrastructure and was planned and commissioned as a joint exercise with Deloitte (as architects), Northgate Information solutions (NIS) (as builder and deployment agent) and the Council.
- 7.2 The infrastructure contract was let in 2002 to NIS, as part of the desegregation of our outsourcing arrangements from the previous bundled contract with ICL/Fijitsu. The terms of this contract included provisions to cover the refresh of the Council's infrastructure, but precise terms could not be established as the nature and timing of any refresh were, by their very nature, uncertain. The contract was due to run to 2009, with a potential extension to 2012.
- 7.3 It was envisaged that NIS would play the substantial role in managing the deployment and, therefore, the transition of support from the old infrastructure to the new one. In parallel with the project, revised contractual terms would be agreed with NIS to cover their support of the new infrastructure.
- 7.4 Members will recall that the refresh project faced substantial difficulties. In the Spring of 2005 it was recognised that the project would overspend by approximately £10 million and the decision was made to bring the project in house. The project management arrangements were reviewed by the Audit Commission, who reported to the Executive in January 2006. The project is now completed and the Council's infrastructure has been refreshed.
- 7.5 As reported to the Executive in December 2005, it proved difficult to reach acceptable terms with NIS for them to provide the support to the new infrastructure. The Council was presented with a stark choice: to continue with NIS or to potentially breach its contract with NIS and deliver the service in house. The two options were considered by the Executive in December and appraised against three headings: cost/price, risk and contractual/commercial issues.
- 7.6 The in house option, which actually included the outsourced provision of certain key and high risk elements, was assessed to be substantially cheaper than the NIS offer but members were advised not to take account of this saving in coming to a decision due to (a) the inherent uncertainty in our cost projections as the Council has not run this service in house before and (b) the need to review our overall approach to IT support, in particular the recognition under either option that we were short of technical/architectural expertise. This later point will need to be picked up in due course. The appraisal against the other criteria was finely balanced and centred on the risk to good service delivery from the option. Members decided, based on officer advice, to insource the service and seek a negotiated exit from the contractual arrangement with NIS.
- 7.7 Following the decision by the Executive in December, the then Interim Chief Executive was approached by NIS and negotiations were reopened. This

culminated in a revised offer which was presented to the Executive on 18 January 2006 for decision. Members endorsed the previous decision and officers sought to negotiate with NIS.

7.8 Settlement has now been reached but a combination of:

- the reopening of the negotiations;
- the consequences of the settlement;
- the approach of NIS in the run up to and after the settlement; and
- other changes (detailed below)

have led to a projected cost in excess of funding of £2.9 million. This report explores:

- each element of the cost increase; and
- highlights the on-going risks and the management action being taken to manage and contain them.

8. Cost increase

8.1 The costs have increased over those projected in December for four reasons. These are explored in this section and summarised in the table at the end.

8.2 Reopening negotiations

The decision to insource was taken formally on 20 December, following extensive discussion. It was assumed that the insourcing project would start in February, following preparatory work in late December and January. As set out above, negotiations were reopened on 23 December by the Interim Chief Executive and the final decision was made by the Executive on 18 January. Officer time in the intervening period was taken with servicing the on-going negotiations and, as there was not a firm decision, commitments towards the insourcing project could not be made. The insourcing project formally started on 6 March, five weeks after the planned start date.

In the December report, it was estimated that each week of delay would cost approximately £200,000. This is because the support for the new infrastructure was being provided from within the Refresh project, which was only funded to the end of January, and because this resource was, by its nature, short term and expensive project resource rather than base, salaried staff. The projection was broadly accurate and the cost of this delay is £810,000.

8.3 Consequences of the settlement

The financial model which supported the December decision contained a provision for a “divorce” settlement with NIS and assumed that the full service received from NIS would be moved away from NIS during the first half of calendar 2006. NIS agreed to a full mediation with the Council. The negotiating stance of the Council was agreed with leading members and the settlement was agreed with the then Leader. The NIS stance was influenced

by the wake of the Buncefield fire, and, potentially, by a perception that the Council's position was not water tight as it had already publicly wavered once in its decision.

The Council was seeking a full exit from the current arrangement and was prepared to make a payment (in lieu of damages and in recognition of the benefit to the Council in actual and opportunity costs of not submitting to formal litigation) to facilitate this. The details of the settlement are subject to a confidentiality agreement and are therefore exempt under Schedule 12A paragraph 3. The report detailing the settlement will be made available to members on request. The package is, however, £440,000 in excess of the provision.

Members will also note that the settlement has fully utilised the contingency built into the December forecast. Projects of this nature require a contingency to assist in the management and containment of the risks associated with the projections. It is recommended that a new contingency is created at a value of £500k in relation to the further ongoing risks and issues set out later in the report.

8.4 Incumbent supplier

The December projections were made on the basis of certain assumptions about timescales and approaches of both parties, some of which proved to be wrong. These are set out in the following table:

	£'000
25% charge on staff costs to 13 May	60
Further delay	230
More staff to be transferred in than anticipated	110
Legal fees understated	70
Legacy hardware requiring replacement	200
Non availability of transferred staff to backfill	300
Total	970

8.5 Other changes

Finally there are two other changes, totalling £170,000, which have been taken into account in the revised projections. These are additional administrative costs in complying with the new arrangements agreed for major projects by the Executive (£70k) and additional provision for replacement helpdesk software (£100k).

8.6 Summary

The additional costs described in this section are summarised in the following table:

	£'000
(a) Reopening negotiations	810
(b) Consequences of settlement	
Direct net cost	440
Reinstate contingency	500
(c) Incumbent supplier	970
(d) Other	170
Total	2,890

This shortfall is over a number of financial years, as set out in the following table:

	£'000
Incurred in 2005/06	452
Less underspend on Refresh project	<u>(193)</u>
	259
Costs to be incurred in 2006/07	2,331
Costs to be incurred in later years	287
Total	2,890

Members will wish to note that the projections have been heavily scrutinised. The only realistic way to reduce the cost projections would be to accelerate the recruitment of permanent staff, hence reducing the additional cost burden of using contractors. This would require us to balance the financial benefit of early recruitment against the risk that there will be avoidable payouts to employees as a result of the restructuring. The current plan is already aggressive and it would be imprudent to make it more so.

In the meantime, the budget will be actively managed to try and reduce the exposure. There are two substantial areas:

- Actively managing the staffing levels in response to the demand from the business. We currently have backlogs of activity for fault resolution and change requests (both small and large). The ultimate staffing levels are predicated on improving our servicing and processes and, therefore, having fewer staff in the permanent structure than our current interim establishment. We will seek to accelerate these improvements to allow an earlier release of staff; and
- We have taken a prudent view on what level of activity can legitimately be charged to the business. We will seek recharging possibilities, where this makes sense.

9. On-going risks and issues

9.1 As members are aware, the Council has never run all of its IT operations in house. The December report attempted to not underestimate the challenges that the insourcing exercise would present but there are good opportunities for us to grasp, in terms of improved service delivery and developing a fit for purpose team, set up to deliver best practice services. The project has six objectives:

- To grasp the opportunity of the expansion of in-house services and to use the lessons learnt from the previous outsource arrangements to improve the business focus, service delivery and culture within IT Services. This will include adoption of recognised best practice, honest and open inspection of current issues and behaviours and implementation of a revised and revitalised organisation.
- To transition support of the infrastructure delivered by the Tech Refresh from the project team to permanent staff
- To outsource the Networks and Security element to a new managed service provider and to purchase 3rd party software tools as required by the service management design via a competitive tender in accordance with public sector procurement rules and best practice.
- To design an organisational structure and processes based where applicable on ITIL (Information Technology Infrastructure Library – the leading IT service delivery standard) recommendations to deliver the service.
- To recruit skilled resources to enabled the support and maintenance of the infrastructure.
- To deliver this programme of work in accordance with Haringey's Project Management Framework(PMF) and with adherence to the recommendations of the 2005 Audit commission report and subsequent Haringey PMF enhancements agreed by the Executive on the 21st Feb 2006.

9.2 The project is scheduled to complete by December 2006.

9.3 At a high level, there are four risks:

- the speed with which the service is restructured and the new structure populated:

One of the primary reasons for the transition cost is that our infrastructure is being supported by temporary staff. One of the aims of the project is to establish a permanent staffing structure and to populate it. Delays in either agreeing the new structure or in recruiting into will require the use of temporary staff for a longer period, which will increase cost;

- sustaining service quality in a period of rapid change:

The insourcing project is managing the new infrastructure and establishing new processes, procedures and practices at the same time. There is a risk that the developmental work will detract from the quality of the on-going service delivery. This will require careful management and balancing of priorities;

- managing and migrating away from a (largely) undocumented legacy environment:

A number of the Council's applications are still to be migrated to the new infrastructure. This migration was not part of the scope of Refresh and is being delivered, as planned, as part of the transition. These legacy applications were managed by our previous infrastructure provider and are now managed direct. It is increasingly clear that the condition of and documentation about these applications is less good than we had anticipated and managing the transition, whilst maintaining service, will be challenging; and

- demand management:

There is a constant demand for changes to and improvements to the Council's infrastructure. This activity requires input from IT staff and the level of change to the infrastructure needs to be carefully managed so that stability is maintained and IT resourcing is rationally deployed.

9.3 The project is being treated as a major project within the Council's project management framework. Risks are managed by the project team and reported, on an exception basis, to the board. We have established robust challenge arrangements, both internal and external. The project is sponsored by the Head of Legal Services and is part of the Customer Focus stream.

10. Comments of Head of Legal Services

10.1 The agreement with NIS to rescope the contract clearly states that the terms are to remain confidential between the parties and the reasonable endeavours will be used to ensure it remains confidential and is treated as such by Council officials.

10.2 The Head of Legal Services confirms that the revised project management framework is being followed for this project and that arrangements are being put in place for there to be external challenge and review.

11. Comments of Director of Finance

11.1 In the reports to Executive on 20 December 2005 and 18 January 2006 my comments noted the possible financial risks and the inherent uncertainty in cost estimates of this nature. This report provides an update of the position following the decision to bring the service in-house and the financial impact of the consequent negotiations and issues that arose in dealing with Northgate over

that period. The costs outlined above amount to £2.39 million and it is recommended that a further contingency is set aside of £0.5 million. I recommend that the contingency sum is held centrally and allocation to the project will be subject to approval of the project stream board chaired by the Head of Legal Services.

11.2 I propose that the funding of this one-off cost is met as follows:

- £1.4 million from the net revenue underspend as set out in the report on the financial outturn for 2005/06 (a concurrent item on this agenda) – this underspend has not been allowed for in our forward financial planning
- £1.5 million from the general reserve – in my budget setting report to the Council in February 2006 target balances are set at £10 million and it is projected that over the financial planning period this will be exceeded by £3 million, therefore there is sufficient flexibility to deal with this without impacting on services.

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Agenda item:

The Executive
13 June 2006

Report Title: Appointment of the Executive Procurement Committee and the Executive Voluntary Sector Grants Committee

Forward Plan reference number (if applicable): n/a

Report of: The Chief Executive

Wards(s) affected: All

Report for: non key decision

1. Purpose

1.1 To propose the establishment of two Executive decision-making committees - Procurement Committee and the Voluntary Sector Grants Committee for the 2006/07 Municipal Year, their membership and quorum.

2. Introduction by the Leader of the Council

This report sets out proposals for the establishment of two Executive decision-making committees:

- Executive Procurement Committee
- Executive Voluntary Sector Committee

Their terms of reference, membership and quorum are outlined in this report.

The Executive Procurement Committee will play an important part in enabling the Executive to undertake our responsibilities in relation to contract and procurement decisions. Good procurement decisions are central to sound financial management and our continued commitment to achieving value for money and the delivery of excellent services to Haringey's communities.

The Executive Voluntary Sector Committee will enable this Council to build on the constructive and positive relationships with our partners within the Voluntary Sector. The remit of this body is broader than in previous years and goes beyond the scope of solely allocating grant aid to that of issues relating to the Voluntary Sector in general.

These Executive decision-making Committees will continue to operate in the spirit of openness, transparency and accountability.

3. Recommendations

- 3.1 That the Executive Procurement Committee be established in the 2006/07 Municipal Year with the membership, quorum and terms of reference as outlined in paragraph 8 below.
- 3.2 That the Executive Voluntary Sector Committee be established in the 2006/07 Municipal Year with the membership and terms of reference as outlined in paragraph 9 below.

Report Authorised by: Dr. Ita O'Donovan, Chief Executive

Contact Officer: Richard Burbidge, Principal Support Manager, Member Services
Tel. 020 8489 2923 Fax 020 8881 5218
email: richard.burbidge@haringey.gov.uk

4. Executive Summary

- 4.1 If the Executive wishes to establish Executive Committees to which it will be delegating decision-making powers, this must be formally agreed by the full Executive in order for it to be a lawful delegation. It is therefore proposed that the Executive establishes an Executive Procurement Committee and Executive Voluntary Sector Committee to undertake procurement and voluntary sector related decisions respectively.

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

- 5.1 The Constitution sets out rules for the Terms of Reference and Delegation of Powers as well as provisions with respect to the proceedings of the Executive and Executive Committees.

6. Local Government (Access to Information) Act 1985

- 6.1 Reports to the meetings of the Executive on 2 and 14 June 2005 entitled 'Appointment of Procurement Committee' and 'Appointment of Executive Committees and Other Bodies'
- 6.2 Agenda for the Annual Meeting of the Council held on 22 May 2006.

7. Background

- 7.1. The Council at their Annual Meeting on 22 May 2006 referred to the Executive decisions on the establishment of Executive Committees and the appointment of Members to serve on them.

- 7.2. If the Executive wishes to establish committees to which it will be delegating decision-making powers, this must be formally agreed by the full Executive in order for it to be a lawful delegation. It is therefore proposed that the Executive establishes an Executive Procurement Committee and Executive Voluntary Sector Committee to undertake procurement and voluntary sector related decisions respectively.
- 7.3. Decision making Committees of the Executive may only include Executive Members.

8. Executive Procurement Committee

- 8.1. The proposed membership for the Executive Procurement Committee is 4 with a quorum of 2. Membership to consist of -

Executive Member Finance (Chair)
Leader of the Council
Executive Member Environment & Conservation
Executive Member Housing

- 8.2. Appointed Members will be entitled to name any other Member of the Executive as a substitute in the event of absence. The substitute when attending in that capacity is to be recorded in the minutes as so doing and will have full voting and other rights and responsibilities.

- 8.3. The proposed Terms of Reference for the Committee are as follows -

- a) To exercise the functions of the Executive in respect of all contracts for procurement for works, goods or services in accordance with the Contract Procedure Rules set out in the Constitution except for those matters expressly delegated to any other body or person.
- b) To undertake particular powers included within (a) as follows:
- (i) waiver of Contract Procedure Rules where appropriate;
 - (ii) acceptance of tenders/award of contracts where appropriate;
 - (iii) approving variations, extensions and novations of contracts where appropriate;
 - (iv) annual review of Contract Procedure Rules;
 - (v) receive quarterly reports of the Director of Social Services and the Director of Children's Services in relation to 'spot contracts';
 - (vi) agreement of approved lists of contractors.
- c) To oversee the process and receive reports at key milestones in respect of procurement of strategic service areas,
- d) To advise the Executive on all matters concerned with procurement generally.

9. Executive Voluntary Sector Committee

- 9.1. The proposed membership for the Executive Voluntary Sector Committee is 5 with a quorum of 2. Membership to consist of -

Executive Member for Community Involvement (Chair)

Executive Member for Crime and Community Safety

Executive Member for Finance

Plus 2 other Members of the Executive (All Members of the Executive to act as a panel of substitutes) selected according to whose portfolio responsibilities were relevant to the particular areas of activity under review).

- 9.2. The proposed Terms of Reference for the Committee are as follows –

- a) To consider officer recommendations for future funding and agree the awarding of grant aid to the voluntary and community sector
- b) To review funding to organisations where there is a potential breach of conditions of grant aid and/or service level agreement
- c) To advise the Executive on variations to the overall grant aid policy
- d) To advise the Executive on all aspects of the Council's relationship with the Voluntary Sector including the management and use of the community buildings portfolio.

10. Comments of Head of Legal Services

- 10.1. The Council's Constitution sets out the relevant Executive arrangements at Part H4 Section 2 and confirms that it is for the Executive to determine its own decision making committees. Where changes to the nature of decision making committees are proposed these should be reported to the next Council meeting so that any changes can be incorporated into the Council's Constitution.

11. Comments of Director of Finance

- 11.1. The Director of Finance has been consulted on this report and has no comments to add.

12. Summary and Conclusions

- 12.1. The Executive is asked to consider the establishment of the Executive Procurement Committee and the Executive Voluntary Sector Committee in the 2006/07 Municipal Year.

Executive Meeting**On 13 June 2006****Report Title:** Adoption of Haringey Unitary Development Plan**Forward Plan reference number:****Report of:** Andrew Travers, Interim Director of Environmental Services**Wards(s) affected:** All**Report for:** Key Decision**1. Purpose**

- 1.1 To consider the results of the public consultation into the Council's responses to the Inspector's report and proposed modifications, to approve a Statement of Decisions and Reasons in response to public consultation, and to recommend the adoption of the Haringey Unitary Development Plan.

2. Introduction by Executive Member

- 2.1 As obliged, the Council has produced the Unitary Development Plan for Haringey and has undertaken the relevant consultation processes, receiving the Inspector's recommendations and allowing the relevant time for public consultation.
- 2.2 The UDP is brought to this board for members to considering the objections made during public consultation and recommend further modifications or agree that the plan be adopted by the Council

3. Recommendations

- 3.1 That Members consider and approve the Statement of Decisions and Reasons attached as Appendix 1 which take account of and respond to the representations received during the UDP modifications public consultation period.
- 3.2 That Members agree that no further modifications materially affecting the content of the plan need to be made and no further consultation, inquiry or other hearing held.
- 3.3 To delegate power to the Executive Member for Enterprise and Regeneration in consultation with the Assistant Director (PEPP) to approve appropriate non-material changes required to written text or diagrams or other illustrative matter prior to adoption.

3.4 That the Full Council be recommended to adopt the UDP.

Report Authorised by: Andrew Travers, Interim Director of Environmental Services

Contact Officer: Malcolm Souch, Planning Policy Team Leader (extension 5590)

4. Executive Summary

- 4.1 Under the Town and Country Planning Act 1990 (as amended) the Council has a legal duty to produce a Unitary Development Plan covering the whole administrative area of the borough and to keep under review the matters which may be expected to affect the development of their area or the planning of its development.
- 4.2 The Unitary Development Plan (UDP) public inquiry closed on 13 September 2005. The Council has received the Unitary Development Plan Inspector's Report and has responded to its recommendations. The responses and proposed modifications to the UDP were placed on deposit for public consultation for six weeks between 3 April and 15 May 2006.
- 4.3 The Council has received 116 representations during the public consultation period, of which 71 were objections. Objections focus on two policy areas - housing density and open space deficiency. Representations to Policy HSG 8 'Density Standards' object that the modified policy does not reflect the London Plan and that the borough's character areas should be clearly defined and identified on a map. Objections seek clarification and explanation of how open space deficiency is defined and applied.
- 4.4 Under the Town and Country Planning (Development Plan)(England) Regulations 1999, it must consider all the objections made and, in taking these into account before proceeding to adopt the modified UDP, decide whether it is necessary to make further modifications or to hold a further inquiry.
- 4.5 If the Executive decide that no further modifications that materially affect the content of the UDP need to be made, then it can recommend to the Council that the plan is adopted.
- 4.6 The UDP is one of the Council's key policy documents. Once the new UDP is adopted it will become part of the statutory development plan for the borough and will formally replace the current 1998 Plan.
- 4.7 The Strategic Environmental Assessment (SEA) European Directive will apply to the UDP if is not adopted by 21 July 2006. As a consequence, the UDP process would have be aborted.

5. Reasons for any change in policy or for new policy development

- 5.1 The Council is required to consider the objections received during the public

consultation stage into the Council's responses to the Inspector's report and proposed modifications. The reasons for any change in policy are justified in the Statement of Reasons and Decisions, which is attached as Appendix 1.

6. Local Government (Access to Information) Act 1985

6.1 The following documents were used in the preparation of this report:-

- Haringey Unitary Development Plan, Proposed Modifications April 2006
- Haringey Unitary Development Plan, Public Inquiry Inspector's Report
- Town and Country Planning (Development Plan)(England) Regulations 1999

7. Background

7.1 The UDP review commenced in 2002 with the publication of an issues paper. A first deposit draft Plan was published in September 2003 for public consultation. This consultation generated over 1,650 representations from local residents, businesses and organisations. In response to these representations, the newly adopted London Plan, new government guidance and changing local circumstances, the Executive, in July 2004, approved a revised draft UDP for public consultation. The public consultation period ran from 16th September - 27th October 2004. This consultation period generated a further 1,000 representations.

7.2 In June 2004, an Inspector was appointed to hold a public inquiry into unresolved objections received during the two public consultation periods. In September 2004, the Planning and Compulsory Purchase Act came into force. Although the Council is required to progress its Local Development Framework, transitional arrangements apply to the UDP. As the Inspector was appointed prior to the commencement of the Act, the UDP will proceed to adoption under the 'old' regulations.

7.3 The Unitary Development Plan public inquiry ran from 19 April to 13 September 2005. 392 objections were heard at the Inquiry. In January 2006, the Council received the Inspector's report. The report considered all objections received during the two public consultation stages and made recommendations for the Council to consider.

7.4 The Executive on 21 March 2006 approved responses to the Inspector's report and proposed modifications to the UDP. These responses and modifications were deposited for public consultation for a six week period between 3 April and 15 May 2005. Officers have responded to representations received on the consultation form within the consultation period which relate to modified parts of the plan and an Inspector's recommendation.

7.5 Following the consultation period, the Council must decide whether to make any further changes to the UDP. Further modifications that materially affect the content of the UDP would result in a further period of public consultation. However, if the changes are non material, the Council can proceed to adopt the Plan. It is for the Council to consider what is material, but minor amendments, clarification and

factual corrections are considered to be non-material.

- 7.6 The UDP process is at an advanced stage. The UDP policies and proposals have been closely examined at a public inquiry and the Council has agreed with the recommendations of the inquiry Inspector and proposed modifications accordingly. As no new issues are raised, then the UDP process can proceed towards adoption. It is worth noting that, under the new arrangements for Local Development Frameworks, the Inspector's report and recommendations are binding on the local authority. Therefore, in future there will be no opportunity for public consultation following a public inquiry.

8. Description – Representation and Council Responses

- 8.1 In total, 116 representations were received during the deposit period, of which 71 were objections and 45 were representations of support. Copies of all the representations received have been made available and a copy has been placed in the Members Room.
- 8.2 Officers have considered all the representations received and developed responses. These responses are set out in Appendix 1 in a Statement of Decisions and Reasons. The Executive is recommended to approve this Statement.
- 8.3 The Council has received representations from statutory consultees, including the Government Office for London and the Mayor of London / Greater London Authority, as well as amenity groups and resident associations. The objections relate to issues already addressed at previous consultation stages, at the public inquiry and by the Inspector's recommendations.
- 8.4 It is considered that none of the objections received give rise to the need to make further modifications. Some further changes are made, but none of these changes materially affect the content of the Plan. Members are informed that in preparing the Statement of Decisions and Reasons, legal advice has been sought and received.
- 8.5 The objections focus on two policy areas - housing density and open space. Representations to Policy HSG 8 'Density Standards' object that the modified policy does not reflect the London Plan and that the borough's character areas should be clearly defined and identified on a map.
- 8.6 The Greater London Authority have confirmed that the London Plan does not specify site-setting or 'character' in the borough and no map is available. As a result, the proposed response clarifies how housing density ranges are applied and reaffirms that density is also determined by public transport accessibility, housing mix and car parking provision, not just site-setting. No changes to the density range are proposed.
- 8.7 The Council has received representations objecting to the methodology used to define open space deficiency and to the lack of open space standards. These issues were raised at the public inquiry and addressed by the Inspector in his

- recommendations. In response, the Council has already clarified, through modifications, how open space deficiency was defined and that local open space standards will be prepared as part of the Local Development Framework. No further changes are necessary.
- 8.8 The Government Office for London have responded to the modifications by withdrawing most of their outstanding objections. However, they have maintained their objection that the current London Plan housing target of 19,370 additional homes for Haringey should be included in Policy G2 'Housing Supply'.
- 8.9 Following negotiations, the Government Office have agreed to withdraw their objection and accept that the new housing target of 6,800 homes remains in the policy. This is subject to the supporting text reflecting the history of the current and new target and stating the legal basis for including the new target.
- 8.10 Section 15 (2A) of the Town and Country Planning Act 1990 requires the UDP to be in 'general conformity' with the London Plan. The Council must consider whether, in its opinion, the UDP does generally conform to the London Plan. The Council has successfully negotiated with the GLA to resolve their objections. On 16 September 2005, a letter expressing Mayoral opinion on general conformity was sent to the Inspector. It concluded that with the Council's proposed inquiry changes, the UDP would be in general conformity with the London Plan. These inquiry changes have been taken forward as modifications and will be incorporated into the adopted plan.
- 8.11 In response, the GLA have responded by stating that there are no modifications proposed by the Council that conflict with the Mayor's previously stated opinion regarding general conformity. There are, however, a small number of further objections which the Council is asked to address either in the UDP or when preparing its Local Development Framework.
- 8.12 The GLA object to the modified policy on tall buildings (Policy UD11) where, although broadly consistent with the London Plan, the wording on assessing the impact of tall buildings on the historic environment, Green Belt and Metropolitan Open Land would create an overly onerous presumption against tall buildings. They suggest some wording to reflect national guidance in PPG2. In response, it is proposed that this wording be introduced into the supporting text to Policy UD11. Similarly, the GLA object to wording recommended by the Inspector regarding works by utility companies on Green Belt and Metropolitan Open Land. Again appropriate wording is introduced into the supporting text to reflect national guidance in PPG2.
- 8.13 The GLA request that all references to the Victoria Line extension are removed from the plan. The proposed response does not accept this and retains a reference to the scheme in the supporting text to Policy M1.
- 8.14 A number of other issues have been raised. In a few cases, minor changes are proposed for clarification. These relate to the definition of intermediate housing in relation to affordability and minor changes to the supporting text to the noise pollution policy to reflect Government guidance and the Mayor of London's Ambient Noise Strategy.

Next stages

- 8.15 Once the Statement of Decisions and Reasons is approved and Members agree that no further modifications materially affecting the content of the plan need to be made, then the Council may adopt the plan.
- 8.16 Individuals and organisations who submitted representations on the UDP modifications will be notified of the Council's responses and decisions. A copy of the Statement of Decisions and Reasons will also be sent to the Government Office for London.
- 8.17 It is recommended that the Full Council adopt the UDP, in accordance with the Statement of Decisions and Reasons. A draft copy of the final version of the UDP, incorporating the modifications and further changes will be placed in the Members Room.
- 8.18 The Council is required to publish a notice stating on which date the plan was adopted and became operative. Once the UDP is adopted there is a six-week period in which any person aggrieved by the Plan and who challenges its validity can apply to the High Court under Section 287 of the Town and Country Planning Act 1990. The grounds are limited to the Council's failure to comply with statutory procedures. After the six-week period is complete, the validity of the plan cannot be challenged in any legal proceedings.
- 8.19 The Strategic Environmental Assessment (SEA) European Directive will apply to the UDP if it is not adopted by 21 July 2006. As a consequence, the UDP process would have been aborted.

9. Consultation

- 9.1 The Statement of Decisions and Reasons responds to representations received during the public consultation stage into the Council's responses to the Inspector's report and proposed modifications. Further modifications that materially affect the content of the UDP would result in a further period of public consultation.

10. Summary and Conclusion

- 10.1 The UDP process has reached an advanced stage. The Statement of Decisions and Reasons responds to representations received during the public consultation stage into the Council's responses to the Inspector's report and proposed modifications.
- 10.2 It is considered that none of the objections received give rise to the need to make further modifications. Some further changes are made, but none of these changes materially affect the content of the Plan.
- 10.3 Therefore, the Executive is recommended to approve the Statement of Decisions and Reasons and to recommend to the Full Council that the UDP is adopted.

11. Recommendations

- 11.1 That Members consider and approve the Statement of Decisions and Reasons attached as Appendix 1 which take account of and respond to the representations received during the UDP modifications public consultation period.
- 11.2 That Members agree that no further modifications materially affecting the content of the plan need to be made and no further consultation, inquiry or other hearing held.
- 11.3 To delegate power to the Executive Member for Enterprise and Regeneration in consultation with the Assistant Director (PEPP) to approve appropriate non-material changes required to written text or diagrams or other illustrative matter prior to adoption.
- 11.4 That the Full Council be recommended to adopt the UDP.

12. Comments of the Director of Finance

- 12.1 The UDP review process has been on-going for a number of years and will conclude with it's adoption by the full Council. The costs associated with the review process have been met from provisions contained in the approved budgets for PEPPs business unit including specific approvals for the UDP review. A further provision of £75k was approved as part of the 2006/07 budget process and this will be used to meet any residual UDP costs in 2006/07 and also to implement the new arrangements coming in under the Local Development Frameworks.

13. Comments of the Head of Legal Services

- 13.1 The Head of Legal Services has been consulted and has contributed to the report and to the Statement of Decisions and Reasons, attached as Appendix 1 and has nothing to add.

14. Equalities Implications

- 14.1 The UDP contains policies which address equalities and diversity. In future the Council's planning policies will be subject to Equality Impact Assessment.

15. Use of Appendices / Tables / Photographs

- 15.1 Appendix 1: Statement of Decisions and Reasons on representations to the Council's UDP proposed modifications

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**UNITARY DEVELOPMENT PLAN
REPRESENTATIONS ON UDP PROPOSED MODIFICATIONS
STATEMENT OF DECISIONS AND REASONS**

PART ONE: STRATEGIC POLICIES

MOD REF.	ID NO.	REP NO.	UDP POLICY / PARAGRAPH	CONTACT NAME / ORGANISATION	SUMMARY OF REPRESENTATION AND SUGGESTED CHANGE	COUNCIL'S RESPONSE AND REASONS
181	0161	217	Area objectives: Map 2	Avenue Gardens Residents Association	<p>The modification increases the difficulty in interpreting the Area Objectives. The Inspector's recommendation has not been followed to supply an explanation in the reasoned justification as to how the different objectives apply in the overlapping boundaries.</p> <p><u>Suggested change</u> Seeks the restoration of the area designations to Map 2 drawn with no overlapping boundaries or seeks the restoration of the area designations to Map 2 as originally drawn but with the explanation in the reasoned justification as recommended by the Inspector.</p>	<p>Decision Not accepted.</p> <p>Reason Map 2 has been modified to remove the overlapping area boundaries and to add cross-references to the section on area objectives and policies where the areas are defined.</p> <p>To assist, a map of wards in the borough was added.</p> <p>Reinstating the area boundaries to Map 2 would serve no purpose and would cause confusion.</p> <p>No change to modified Map 2.</p>
7	0242	222	G2a	Mr. Mario Petrou	<p>G2a should incorporate the terms inclusive and access.</p> <p><u>Suggested change</u> G2a to read:</p>	<p>Decision Not accepted.</p> <p>Reason The Inspector recommended that the</p>

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					<p>"Development should be inclusive and of high quality design and contribute to the accessibility and character of the local environment in order to enhance the overall quality, sustainability, attractiveness and amenity of the built environment.</p>	<p>Council to provide a strategic design policy [1.76]. The Council agreed.</p> <p>The policy contains the word "sustainable" which would mean that, by its very nature, it would have to be inclusive and would be taken into account in the mandatory design and access statements for future planning applications as well as the Council's Sustainability Checklist.</p> <p>No change.</p>
10	0478	227	EMP Objective 6	Ofer Acoo, Green N8	<p>The deleted words 'good quality' should be replaced with the word 'suitable'. It may be useful if the wording suggested by the Inspector in modification reference 53 is included in paragraph 3.8, objective 6.</p> <p><u>Suggested change</u> Reword employment objective 6 to read: "Ensure that a plan – monitor - manage approach is adopted for <u>suitable good quality</u> land and employment premises, and the creation of new ones is assisted where appropriate, <u>providing they do not</u> :</p> <p><u>a) harm the appearance and character of the street scene; or</u></p> <p><u>(b) harm the amenities of local residents."</u></p>	<p>Decision Not accepted.</p> <p>Reason The words "good quality" have been removed as all land and premises have a high value in employment terms.</p> <p>Government policy in PPS1, paragraph 23 (Sustainable Economic Development) advises that economic development benefits should be balanced alongside any adverse local impacts. This will be a material consideration when determining planning applications.</p> <p>In any case, criteria are inappropriate for an objective. The two issues of impact on character of the area and residential amenity are addressed by criteria in Policy</p>

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						UD2 'General Principles'. No change.
11	0242	231	G2	Mr. Mario Petrou	<p>Policy doesn't explain when DPDs will provide updated housing figures.</p> <p><u>Suggested change</u> Policy should explain how the community can get involved in the new planning process, what a DPD is and how and when new housing figures will be arrived at.</p>	<p>Decision Not accepted.</p> <p>Reason Development Plan Documents must include a Core Strategy, Area Action Plans and any other document which includes a site allocation policy. The UDP is not the appropriate document to set out the timetable or purpose of these documents. The Council's Local Development Scheme sets out a description and timetable for a Core Strategy and a Statement of Community Strategy. The latter sets out how the community can get involved in the new planning process and the preparation of these documents.</p> <p>No further change.</p>
181	0348	238	Area objectives: Map 2	Haringey Federation of Residents Associations	<p>The modification increases the difficulty in interpreting the Area Objectives. The Inspector's recommendation has not been followed to supply an explanation in the reasoned justification as to how the different objectives apply in the overlapping boundaries.</p> <p><u>Suggested change</u> Seeks the restoration of the area designations to Map 2 drawn with no</p>	<p>Decision Not accepted.</p> <p>Reason Map 2 has been modified to remove the overlapping area boundaries and to add cross-references to the section on area objectives and policies where the areas are defined.</p> <p>To assist, a map of wards in the borough</p>

MOD REF.	ID NO.	REP NO.	UDP POLICY / PARAGRAPH	CONTACT NAME / ORGANISATION	SUMMARY OF REPRESENTATION AND SUGGESTED CHANGE	COUNCIL'S RESPONSE AND REASONS
					overlapping boundaries or seeks the restoration of the area designations to Map 2 as originally drawn but with the explanation in the reasoned justification as recommended by the Inspector.	<p>was added.</p> <p>Reinstating the area boundaries to Map 2 would serve no purpose and would cause confusion.</p> <p>No change to modified Map 2.</p>
11	0226	271	G2	Greater London Authority	Support modification to Policy G2	<p>Support noted.</p> <p>No change</p>
11	0195	272	G2	Government Office for London	Maintain objection to this policy. The policy would be met by reinserting the London Plan figure with reference in the supporting text to the recent Housing Capacity Study, the emerging London Plan figure and the fact that the Council will be replacing the UDP review with a Core Strategy DPD.	<p>Decision Not accepted.</p> <p>Reason The Inspector recommends in paragraph 1.82 of his report that "The plan should be modified by the Council deciding what the appropriate housing provision target figure for Haringey should be, and include this figure in [Policy] G2, replacing the meaningless London wide annual target. In doing this, the Council should refer to the new development plan system and how and when the new DPDs would provide a more recent and accurate housing provision figure for Haringey. An alternative approach would be to include the recent Haringey housing target of 6,800 additional homes between 2007/8 and 2016/17 given in the draft Alterations to the London Plan, with the status of such a figure clearly explained. The approach adopted is for the Council to decide in consultation with the GLA. What is urgently</p>

MOD REF.	ID NO.	REP NO.	UDP POLICY / PARAGRAPH	CONTACT NAME / ORGANISATION	SUMMARY OF REPRESENTATION AND SUGGESTED CHANGE	COUNCIL'S RESPONSE AND REASONS
						<p>required is a borough housing target figure to guide the Council, the Government, the GLA, developers and residents when decisions on housing development are considered.”</p> <p>The Council supports the draft altered housing target for Haringey, which it considers is based on a realistic assessment of capacity. It considers that the current London Plan target is unrealistic and has questioned the methodology used in a housing capacity study published in 2000 on which the target was based.</p> <p>The Council considers that reverting to the current target would be unhelpful and unnecessary. It would not provide a realistic target based on an up-to-date assessment of housing capacity in the borough. As such it would not provide a figure to guide the Council, the Government, the GLA, developers and residents as requested by the Inspector.</p> <p>GLA support the modification to Policy G2 and in the inclusion of the draft revised housing target for Haringey (ref: 0226/271). The GLA advise that the draft altered target supersedes the current London Plan target.</p> <p>The status of the draft altered housing target for Haringey is clarified under Section</p>

MOD REF.	ID NO.	REP NO.	UDP POLICY / PARAGRAPH	CONTACT NAME / ORGANISATION	SUMMARY OF REPRESENTATION AND SUGGESTED CHANGE	COUNCIL'S RESPONSE AND REASONS
						<p>21A of the Town and Country Planning Act 1990 where the Council are making the permitted assumption that the published proposed alterations to the London Plan have become operative under Section 337(9) of the Greater London Authority Act 1999.</p> <p>Taking the above into consideration, Policy G2 should remain unchanged.</p> <p>However, there is the need to clarify in paragraph 3.7 to status of the draft altered target and the history of the emerging target. Therefore, alter paragraph 3.7 to read:</p> <p>“The London Plan was adopted in 2004. It included borough housing targets based on the London Housing Capacity Study published in 2000. Haringey’s housing target in the London Plan is 19,370 between 1997 and 2016. Since the London Plan was adopted, a London Housing Capacity Study was carried out. This capacity study, published in July 2004, has shown that the borough’s housing potential capacity to be significantly lower than the current London Plan target. The draft altered target for Haringey of 6,800 dwellings between 2007/8 and 2016/17 is based on 2004 housing capacity study and is accepted by the Council and the Greater London</p>

MOD REF.	ID NO.	REP NO.	UDP POLICY / PARAGRAPH	CONTACT NAME / ORGANISATION	SUMMARY OF REPRESENTATION AND SUGGESTED CHANGE	COUNCIL'S RESPONSE AND REASONS
						Authority as an accurate and realistic assessment of housing potential in the borough. The emerging target forms part of the draft alterations to the London Plan and will be adopted in 2007. Pursuant to Section 21A of the Town and Country Planning Act 1990, the Council make the permitted assumption that the published proposed housing alteration for Haringey has become operative under Section 337(9) of the Greater London Authority Act 1999. Therefore, the draft altered housing target will be used to guide decisions on housing developments in the borough."
1	0226	296	2a.1-2a.4	Greater London Authority/London Development Agency	Paragraph 2a.4 should read: "Councils are required in formulating their policies, to be in general conformity with the London Plan..."	<p>Decision Accepted.</p> <p>Reason Paragraph 2a.4 states that UDP policies need to have regard to the London Plan.</p> <p>However, a minor change is required to paragraph 2a.4 for clarification to read:</p> <p>Councils are required in formulating their policies <u>to be in general conformity with the London Plan and to have regard to national planning guidance</u> any regional and strategic planning guidance and to current national policies.</p>

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10	0226	297	Objective 6	Greater London Authority/London Development Agency	Support the removal of "good quality" from Objective 6.	Support noted. No change

AREAS OF CHANGE

MOD REF.	ID NO.	REP NO.	UDP POLICY / PARAGRAPH	CONTACT NAME / ORGANISATION	SUMMARY OF REPRESENTATION AND SUGGESTED CHANGE	COUNCIL'S RESPONSE AND REASONS
20	0491	207	AC1a	Drivers Jonas for National Grid Property Holdings Ltd.	<p>50% affordable housing target cannot always be met on large sites as it may not be financially viable. Other section 106 benefits may be required by the Council, e.g. training and skills programmes.</p> <p><u>Suggested change</u> Policy AC1a to be revised to read as follows: "Supports the London Plan designation as an intensification area, suitable for a business park, potentially achieving 1,500 new jobs and a minimum 1,000 new homes and other uses, which will include a proportion of affordable housing to meet the overall borough target of 50%, and other uses. The actual proportion of affordable housing negotiated on a specific planning application will depend on the site characteristics and the scale and nature of any wider planning benefits that the Council may wish to achieve in</p>	<p>Decision Not accepted.</p> <p>Reason The proposed modification to criterion a) of Policy AC1 was made in accordance with the Inspector's recommendation [1.35]. The suggested change is already addressed in Policy HSG4 Affordable Housing which states that the proportion of affordable housing negotiated will depend on the location, scheme details and site characteristics. Furthermore, supporting paragraph 4.17c also refers to individual site costs, the availability of public subsidy and other planning requirements in relation to negotiations on affordable housing.</p> <p>Therefore the suggested change is unnecessary.</p> <p>The words "and other uses" has been</p>

MOD REF.	ID NO.	REP NO.	UDP POLICY / PARAGRAPH	CONTACT NAME / ORGANISATION	SUMMARY OF REPRESENTATION AND SUGGESTED CHANGE	COUNCIL'S RESPONSE AND REASONS
					association with the development".	duplicated in Policy AC1(a) Delete the first "and other uses" from the sentence.
12	0226	267	AC2(e)	Greater London Authority	Although the Council has modified Policy G5 "Strategic Transport Links" to delete the Victoria Line extension, the reference to the Victoria Line extension remains in criterion e) of Policy AC2 "Tottenham International". The reference should be deleted to overcome this inconsistency.	<p>Decision Accepted.</p> <p>Reason For consistency, a non-material change is proposed for criterion e) of Policy AC2. Therefore, the criterion reads: Achieves an extension of the Victoria Line to Northumberland Park and better rail links along the Lea Valley and through to Stratford.</p> <p>Note: the Council has not accepted the deletion of the Victoria Line extension from the supporting paragraph (7.5m) to Policy M1.</p>
22	0195	298	AC2(a)	Greater London Authority/London Development Agency	Is it possible to update the projections for new homes and jobs to reflect the SRDF. The greater Tottenham Hale International area number of homes is estimated to be 10,000.	<p>Decision Not accepted.</p> <p>Reason This is an matter for the Tottenham Hale Masterplan, which will be subject to public consultation and a sustainability appraisal.</p> <p>No further change.</p>

DEVELOPMENT AND URBAN DESIGN

MOD REF.	ID NO.	REP NO.	UDP POLICY / PARAGRAPH	CONTACT NAME / ORGANISATION	SUMMARY OF REPRESENTATION AND SUGGESTED CHANGE	COUNCIL'S RESPONSE AND REASONS
32	0161	208	UD3/2.13	Avenue Gardens Residents Association	<p>The Council has not formulated any policy to protect local views. Locally important views have not been identified.</p> <p>The Council has not stated when locally important views will be identified. Grouping identification of local reviews to a review of Conservation Areas is not sufficient. The schedule of local views in the 1998 UDP should be revised and included in the emerging UDP.</p> <p><u>Suggested change</u> New text to paragraph 2.13 to read as follows: "The Council will seek to protect and enhance local views, vistas, panoramas, and views of landmarks. Views to be protected will be identified in consultation with local residents and amenity groups. An initial schedule of local views and landmarks to be protected is included here in a Table (include 1998 UDP Table 9 Schedule of Local Views). Views will be evaluated according to their interests as panoramas, vistas, landmarks, townscapes or special historic interest. Additional views may be identified through the Plan review process, or in Planning Briefs or as SPG".</p> <p>In addition, include new text at the end of</p>	<p>Decision Partially accepted.</p> <p>Reason The Inspector recommended (para 2.121) that the Plan should be modified in paragraph 2.13 by an explanation as to what action the Council intends to take to identify locally important views. The Council agreed with this recommendation and has added a sentence to paragraph 2.13. The additional underlined text below is required clarify that the review will be subject to consultation.</p> <p>"Locally important views will be identified as part of a review of Conservation Areas <u>which will be subject to public consultation.</u> A list of local views will be included in a future Development Plan Document."</p> <p>The list of locally important views in the 1998 adopted plan needs to be reviewed. Therefore, it is not appropriate to include this list.</p> <p>As a result the change to paragraph 12.16 cannot be introduced.</p> <p>No further change.</p>

MOD REF.	ID NO.	REP NO.	UDP POLICY / PARAGRAPH	CONTACT NAME / ORGANISATION	SUMMARY OF REPRESENTATION AND SUGGESTED CHANGE	COUNCIL'S RESPONSE AND REASONS
					paragraph 12.16 to read: "Examples of routine monitoring and updating of the plan, include for example, updating the table of important local views, an activity that has continued in Haringey since the introduction of the 1998 UDP".	
	0161	219	UD7,8 & 9	Avenue Gardens Residents Association	The deletion of UD7, 8 & 9 must be an error. <u>Suggested change:</u> AGRA seeks the reinstatement of policies UD7, 8 & 9.	Decision Not accepted. Reason These policies have been moved to the Movement Chapter. No change.
41	0346	223	UD12	Helen Steel	Object to the removal of "where, for example, internally illuminated fascia or projecting box signs will not be acceptable". Inclusion of these words do not conflict with PPG19 or with PPG24. <u>Suggested change</u> In para 2.35 re-instate the words "where, for example, internally illuminated fascia or projecting box signs will not be acceptable" Add introductory paragraph to UD12: "The Council recognises that advertising hoardings, particularly large billboards, result in a loss of amenity to some extent. This is unacceptable in residential areas and for this reason there will be a	Decision Not accepted. Reason This Inspector considered this objection and related evidence at the Inquiry and recommended (in paragraph 2.223) the deletion of the sentence in UD12 relating to internally illuminated fascia. The Council agreed with this recommendation. The Inspector notes in paragraph 2.216 of his report that there is no support for a presumption against new advertisements in PPG19. It is not considered appropriate to add the word obstruction to paragraph 2.35 as PPG

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					<p>presumption against advertising hoardings in predominantly residential areas. Large poster hoardings will not be permitted outside commercial and industrial estates.”</p> <p>Para 2.35c should be amended to state ‘being sited so as not to cause a hazard <u>or</u> obstruction to pedestrians or road users’.</p>	<p>19 (paragraph 15) states that planning authorities must consider whether a hazard is being created by advertisements when considering impacts on public safety.</p> <p>No change.</p>
32	0242	230	2.13	Mr. Mario Petrou	<p>Incorporating a list of views within a future DPD is not sufficient.</p> <p><u>Suggested change</u> A new schedule of local views should be produced before adoption.</p>	<p>Decision Not accepted.</p> <p>Reason The Inspector recommended (paragraph 2.121) that the Plan should be modified in paragraph 2.13 by an explanation as to what action the Council intends to take to identify locally important views. The Council accepted this recommendation and added a sentence to paragraph 2.13.</p> <p>No change.</p>
	0348	239	UD7,8 & 9	Haringey Federation of Residents Associations	<p>The deletion of UD7, 8 & 9 must be an error.</p> <p><u>Suggested change:</u> AGRA seeks the reinstatement of policies UD7, 8 & 9.</p>	<p>Decision Not accepted.</p> <p>Reason These policies have been moved to the Movement Chapter.</p> <p>No change.</p>
40	0226	265	UD11	Greater London Authority	The amended policy is broadly consistent with the London Plan. It is unclear how	Decision Accepted.

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					<p>clause e) will be applied and as there is no explanation of its intention it may create an onerous presumption against tall buildings which are located near to but have no adverse impact on Green Belt or MOL.</p> <p><u>Suggested Change</u> The policy would therefore benefit from the adoption of supporting text to clarify clause (e), which is consistent with Planning Policy Guidance 2 (PPG2). For example,</p> <p>“The visual amenities of the Green Belt / MOL should not be injured by proposals for development within or conspicuous from the Green Belt / MOL which, although they would not prejudice the purposes of including land in Green Belts/MOL, might be visually detrimental by reason of their siting, materials or design.”</p>	<p>Reason The suggested wording is taken from paragraph 3.15 of PPG2. The Plan would benefit from some supporting text to clarify UD11(e). Therefore add the following paragraph as paragraph 2.35:-</p> <p><u>Tall buildings which would be conspicuous from the historic environment, Green belt or MOL locations should not injure the visual amenities of those locations by reason of the siting, materials or design of the tall buildings proposed.</u></p>
39	0226	268	UD10a	Greater London Authority / London Development Agency	<p>The proposed modification to delete UD10a is objected to. This policy should be retained and to be fully consistent with the London Plan, it should be expanded to seek the following:</p> <ul style="list-style-type: none"> • Addressing barriers to work through provision of or contributions towards the cost of childcare and improvements to public transport • Creation of jobs and the provision of education and training for local 	<p>Decision Not accepted.</p> <p>Reason The Inspector recommended, in paragraph 2.204 of his report that Policy UD10A be deleted as it is not a land use planning policy. The Council accepted this and as further recommended by the Inspector (paragraph 5.2) placed two of the paragraphs from the supporting text in to UD10A into the introduction to the</p>

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					people <ul style="list-style-type: none"> • Provision of affordable work space • Provision of business space for small and medium enterprises to provide a balanced mix of business and job opportunities. 	Employment chapter. See also representation ref: 0226/2100. No change.
225	0195	274	UD6	Government Office for London	Support modification to definition of large development and to commitment to review SPG8a.	Support noted. No change
185	0195	283	Table 2.1A	Government Office for London	Support modification to Table 2.1A	Support noted. No change
39	0195	284	UD10a	Government Office for London	Objection withdrawn	Noted.
33	0195	289	2.21	Government Office for London	Support modification to paragraph 2.21.	Support noted. No change
38	0226	299	Table 2.1 & 2.30	Greater London Authority/London Development Agency	Support modification to paragraph 2.30	Support noted. No change
78	0226	2100	2.31b-2.31d	Greater London Authority/London Development Agency	Support the modification to move paragraphs 2.31c and 2.31d to the Employment Chapter.	Support noted.

ENVIRONMENT

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51	0478	226	ENV5	Ofer Acoo Green N8	The text largely relates to instances where new sensitive development i.e. housing	Decision Partially accepted.

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					<p>schools etc. is proposed near a sources of noise pollution. But it gives very little guidance on how to determine cases where a new noise source will be introduced into an area which is an existing sensitive development like housing and schools etc.</p> <p>Development with Potential New Noise Source (New Noise Sensitive Development). The lack of appropriate guidance on this matter can potentially create a vacuum, which can be exploited particularly by large developers, who are looking to operate in DEAs bordering dense residential areas.</p> <p><u>Suggested change</u> Reword policy ENV5M to read: "The Council will ensure that new noise sensitive development is located away from existing, or planned sources of noise pollution. Potentially noisy developments should only be located in areas where ambient noise levels are already high (and or) - <u>be 10db under existing ambient noise levels, measured in the nearest receptor point to the proposed site.</u> (As set out in the London plan and ppg24) and <u>Same criteria will apply</u> where measures are proposed to mitigate its impact.</p>	<p>Reason Policy ENV5M ensures that potentially noisy development is located in areas where ambient levels are already high and where measures are proposed to mitigate its impact.</p> <p>Although paragraph 3.14a refers to separating new noise sensitive development from major noise sources, it does not address new noisy development proposals in existing noise sensitive areas.</p> <p>Therefore, a minor change to paragraph 3.14a is appropriate to read:</p> <p>Noise pollution has a major effect on amenity and health and therefore the quality of life in general. Its effect can be minimised by separating new noise sensitive development from major noise sources, <u>by separating new noisy development from existing noise sensitive development</u> and by taking measures to reduce any impact. The Council will support new technologies and encourage sensitive design and construction, for example by positioning buildings and landscaping as noise barriers. Noise sensitive development includes housing, schools and hospitals.</p> <p>Paragraph 4 of Annex 1 of PPG24 states</p>

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					<p>3.14a Noise pollution has a major effect on amenity and health and therefore the quality of life in general. Its effect can be minimized by separating new noise sensitive development from major noise sources, <u>and equally separating new noisy development from existing noise sensitive development, (like housing)</u> In such cases <u>the impact should be assessed and measures taken to reduce any impact.</u> The Council will support new technologies and encourage sensitive design and construction, for example by positioning buildings and landscaping as noise barriers. Noise sensitive development includes housing, schools and hospitals.</p> <p>3.14b In assessing planning applications the Council will have regard to PPG24 'Planning and Noise' and the noise levels set out in Annex 1. Where new noise sensitive development is proposed in areas already the reasons given in the Inspector's Report, paragraph 16.3.</p> <p>Alternatively separate the 2 type of cases into 2 separate paragraphs:</p> <p><u>3.14c When introducing new noise source into an existing noise sensitive area:</u></p> <p><u>Its effect can be minimized by separating</u></p>	<p>"That the Noise Exposure Categories For Dwellings procedure is only applicable where consideration is being given to introducing residential development into an area with an existing noise source, rather than the reverse situation where new noise sources are to be introduced into an existing residential area." Paragraph 3 advises that the impact of industrial noise should be assessed on an individual basis.</p> <p>Paragraph 5 states that where new industrial or commercial development is proposed near a residential area the effect of the new noise source on the surrounding area will have to be assessed, for example by an Environmental Assessment.</p> <p>Paragraph 19 of Annex 3 states that the likelihood of complaints about noise from industrial development can be assessed. It refers to BS 4142 which states that a 10dB difference from background levels (L₉₀) is likely to give rise to complaints.</p> <p>Paragraph 4E.11 of the Mayor of London's Ambient Noise Strategy states that "Industrial noise control has had two main goals - avoiding exceeding desirable absolute noise levels, such as set out in guidelines produced for the World Health Organisation, PPG24 and BS 8233; and avoiding noise which is considered likely to</p>

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					<p><u>new noisy development from existing noise sensitive development, (like housing)</u></p> <p><u>Potentially noisy developments should only be located in areas where ambient noise levels are already high (and or) - be 10db under existing ambient noise levels, as measured in the nearest receptor point to the proposed site. (As set out in the London plan and ppg24) and Same criteria will apply where measures are proposed to mitigate its impact.</u></p> <p>In cases where separation is not applicable, the impact of noise should be measured by assessing the predicted noise levels; along side an assessment of existing ambient noise levels</p>	<p>give cause for complaint, as set out in BS 4142. However, there is also the question of preventing a gradual upward creep in background noise levels. Avoiding creep could require new sources to be 10 dB below the background [level] ... though judgement needs to be exercised in relation to local circumstances.”</p> <p>Therefore, both PPG24 and the Mayor’s Ambient Noise Strategy advise that the impact of new noise sources, including industrial development, should be addressed on an individual basis. Sustainable development requires a pragmatic approach to be taken in the local context including the prevention of a gradual upward creep in background noise levels.</p> <p>Therefore, a minor change to paragraph 3.14b is appropriate to read:</p> <p>In assessing planning applications the Council will have regard to PPG24 ‘Planning and Noise’ and the noise levels set in (Annex 1), and the Mayor of London’s Ambient Noise Strategy and the prevention of a gradual upward creep in background noise levels. <u>Potentially noisy developments should only be located in areas where ambient noise levels are already high. In cases where separation is not possible, the impact of noisy</u></p>

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						<u>development on ambient noise levels should be assessed, for example by an Environmental Assessment, the application of Best Available Techniques and relevant technology and design guidance.</u> Where new noise-sensitive development is proposed in areas already exposed to high ambient noise levels, the Council may require the submission of an acoustic report to comply with PPG24. Mitigation measures will be secured by planning conditions or planning obligations <u>where appropriate.</u> <u>The issue of measures to control noise from restaurants, cafes, drinking establishments and hot food takeaways is addressed in Policy TCR5.</u>
47	0196	258	ENV1R / paragraph 3.6e	The Environment Agency	Support modification to paragraph 3.6e.	Support noted. No change
48	0196	259	ENV2A	The Environment Agency	Support modification to Policy ENV2A	Support noted. No change
50	0226	269	ENV5M	Greater London Authority	Support new Policy ENV5M 'Noise Pollution'	Support noted. No change
	0195	275	ENV8R	Government Office for London	Support modification to Policy ENV8R	Support noted. No change
49	0195	285	ENV2B	Government Office for London	Support modification to Policy ENV2B	Support noted. No change
53	0195	286	ENV5A	Government Office for London	Support modification to Policy ENV5A	Support noted. No change
52	0478	261	ENV5 / paragraph 3.17	Ofer Acoo, Green N8	Object to the sentence 'if planted densely enough, can help towards the mitigation of potential noise nuisance'. The sentence is	Decision Not accepted.

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					<p>too vague and open to interpretation.</p> <p><u>Suggested change</u> Reword last sentence of paragraph 3.17 to read: "Tree planting is of some benefit to air quality. and if planted densely enough, can help towards the mitigation of potential noise nuisance.</p>	<p>Reason Paragraph 13 of PPG24 refers to "screening by natural barriers" as a measure to mitigate the impact of noise.</p> <p>No change</p>

HOUSING

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73	0149	203	HSG8	Muswell Hill Conservation Area Advisory Committee	<p>As there is no detailed evidence to say there are no suburban areas in Haringey, there is no justification for departing from the Inspector's recommendation.</p> <p><u>Suggested change</u> The Inspector's recommendation should be accepted in full.</p>	<p>Decision Partially accepted.</p> <p>Reason The modified HSG8 does properly reflect the London Plan as recommended by the Inspector. The Council has chosen not to repeat the habitable rooms and dwellings per hectare matrix and density ranges in the London Plan, but to include a general policy range and move to a more design-led site specific approach to density.</p> <p>The general density range of 200 – 700 hrha does conform to the London Plan. With regard to 'suburban' site setting as defined</p>

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						<p>in paragraph 4.47 of the London Plan, the Council has not identified which areas of the borough would fall under the definition of 'suburban'. However, given the nature of development in the borough and the fact that the Council requires 2/3rds of new housing to be 1 and 2 bed units, new development in a suburban site setting is likely to be predominately of terraced houses and flats. Therefore, applying Table 4B.1, a minimum of 200 hrha is appropriate.</p> <p>However, due to the absence of a map, minor changes is required to criterion a) and paragraph 4.27c to clarify how character will be applied.</p> <p>a) a <u>central</u> area with good public transport accessibility (PTAL levels 4-6, see Map A.1) and predominately comprises flats;</p> <p>New development should be compatible with the existing pattern of development and character of an area. <u>Paragraph 4.47 refers to appropriate density ranges being related to location, setting in terms of existing building form and massing and PTAL index, and then also defines Site Setting with existing very dense, dense and lower density development being the first characteristic in the site setting definition. According to the London Plan, the borough</u></p>

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						<p>is characterised as predominately 'Urban', but contains areas of a 'Central setting. These areas align with areas of good public transport accessibility (PTAL levels 4-6).</p> <p>Site setting is only one factor which determines housing density. Other factors include public transport accessibility, housing mix and car parking provision. Table 4B.1 of the London Plan is a matrix which includes all these factors.</p> <p>Insert new paragraph (as 4.27d) to address the relationship (as set out in Table 4B.1 of the London Plan) between public transport accessibility, car parking provision, housing type in determining density.</p> <p><u>The Housing Needs Assessment required under the Housing Act 2004 will guide the appropriate housing mix for planning purposes. Table 4B.1 in the London Plan includes both parking provision and average habitable rooms per dwelling in its density ranges. In the case of car free developments in locations where car parking is controlled and there is high PTAL rating, density may be appropriate at the higher end of the range if the development proposal comprises of predominately one and two-bedroomed flats and is appropriately related to the setting of existing building form and massing. Where</u></p>

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						<u>development has car parking and amenity space on site and includes a proportion of the higher average habitable rooms per dwelling the density will need to be adjusted.</u>
65	0161	209	HSG1/4.6	Avenue Gardens Residents Association	Modified paragraph 4.6 does not explain how the dwelling numbers were calculated for the sites in Schedule 1 and Table 4.1.	<p>Decision Not accepted.</p> <p>Reason Modified paragraph 4.6 states that the housing figures were derived from the 2004 London Housing Capacity Study which were then included in Schedule 1 of the plan. As stated in the plan, the figures are indicative and have been updated since the study to reflect planning permissions and development briefs.</p> <p>No change.</p>
71	0161	210	HSG7	Avenue Gardens Residents Association	AGRA objects to the Council's assertion that criteria (b) is unnecessary. The character and appearance of an area is different from the amenity of nearby residents. This is already evident in the plan under policy CLT4 where 'amenity of nearby residents' has a separate status from 'protecting the character of an area'.	<p>Decision Not accepted.</p> <p>Reason The proposed criteria b) is not necessary as residential amenity is addressed as a general principle for all development in Policy UD2.</p> <p>No change.</p>
73	0161	211	HSG8	Avenue Gardens Residents	The Council does not identify the Central, Urban and Suburban setting areas, as	<p>Decision Partially accepted.</p>

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				Association	<p>defined by the London Plan on an accompanying map.</p> <p>The Council does not explain why the lower ranges in the London Plan for suburban areas do not apply in Haringey.</p> <p>The Council is not observing the London Plan definitions in its considerations of the different character settings for Haringey. The Council are also making incorrect use of the character map set out in the 2004 London Housing Capacity Study.</p> <p>The site setting definitions used in the 2004 London Housing Capacity Study are not those of the London Plan and are not consistent with it. The map does not accurately set out the Central and Urban settings in Haringey.</p> <p>Modified paragraphs 4.27a and 4.27b do not state how the design and height of buildings will be controlled.</p> <p>Criteria b) to e) have not been endorsed by the Inspector. The Council has failed to adequately respond to the Inspector's objections to HSG8.</p> <p><u>Suggested change</u> HSG8 to read: "Density for new residential development</p>	<p>Reason The GLA's representation to the UDP Modifications states that Haringey should define their own density zones. The character map in the 2004 London Housing Capacity Study is not Mayoral approved guidance and does not give a clear indication of the appropriate density for different parts of the borough.</p> <p>The modified HSG8 does properly reflect the London Plan as recommended by the Inspector. The Council has chosen not to repeat the habitable rooms and dwellings per hectare matrix and density ranges in the London Plan, but to include a general policy range and move to a more design-led site specific approach to density.</p> <p>The general density range of 200 – 700 hrha does conform to the London Plan. With regard to 'suburban' site setting as defined in paragraph 4.47 of the London Plan, the Council has not identified which areas of the borough would fall under the definition of 'suburban'. However, given the nature of development in the borough and the fact that the Council requires 2/3rds of new housing to be 1 and 2 bed units, new development in a suburban site setting is likely to be predominately of terraced houses and flats. Therefore, applying Table</p>

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					<p>shall be in the following ranges:</p> <ul style="list-style-type: none"> a) mostly flats in the Central areas 650-1100hrh; b) terraced houses and flats in the Urban area 200-450hrh; c) flats in the Urban areas 450-700hrh; d) detached and linked houses in the Suburban area 150-200hrh. <p>The Central, Urban and Suburban areas of Haringey are identified and shown clearly on an accompanying map.</p> <p>All new development will be carefully designed and compatible with the appearance and character of the surrounding area and its buildings, and should be well related to public transport and public service provision".</p> <p>The character settings, as set out in the London Plan, should be identified in the reasoned justification and shown clearly on an accompanying map.</p>	<p>4B.1, a minimum of 200 hrha is appropriate.</p> <p>However, due to the absence of a map, minor changes is required to criterion a) and paragraph 4.27c to clarify how character will be applied.</p> <p>a) a <u>central</u> area with good public transport accessibility (PTAL levels 4-6, see Map A.1) and predominately comprises flats;</p> <p>New development should be compatible with the existing pattern of development and character of an area. <u>Paragraph 4.47 refers to appropriate density ranges being related to location, setting in terms of existing building form and massing and PTAL index, and then also defines Site Setting with existing very dense, dense and lower density development being the first characteristic in the site setting definition.</u> According to the London Plan, the borough is characterised as predominately 'Urban', but contains areas of a 'Central setting. These areas align with areas of good public transport accessibility (PTAL levels 4-6).</p> <p>Site setting is only one factor which determines housing density. Other factors include public transport accessibility, housing mix and car parking provision. Table 4B.1 of the London Plan is a matrix</p>

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						<p>which includes all these factors.</p> <p>Insert new paragraph (as 4.27d) to address the relationship (as set out in Table 4B.1 of the London Plan) between public transport accessibility, car parking provision, housing type in determining density.</p> <p><u>The Housing Needs Assessment required under the Housing Act 2004 will guide the appropriate housing mix for planning purposes. Table 4B.1 in the London Plan includes both parking provision and average habitable rooms per dwelling in its density ranges. In the case of car free developments in locations where car parking is controlled and there is high PTAL rating, density may be appropriate at the higher end of the range if the development proposal comprises of predominately one and two-bedroomed flats and is appropriately related to the setting of existing building form and massing. Where development has car parking and amenity space on site and includes a proportion of the higher average habitable rooms per dwelling the density will need to be adjusted.</u></p>
73	0161	212	HSG8	Avenue Gardens Residents Association	The London Plan does not state that Haringey is predominately Urban. There are extensive areas of suburban setting in the borough, paragraph 4.27c is incorrect	<p>Decision Partially accepted.</p> <p>Reason</p>

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					<p>in asserting that Haringey only contains urban and central settings.</p> <p>The Council is not observing the London Plan definitions in its considerations of the different character settings for Haringey. The Council are also making incorrect use of the character map set out in the 2004 London Housing Capacity Study.</p> <p>The site setting definitions used in the 2004 London Housing Capacity Study are not those of the London Plan and are not consistent with it. The map does not accurately set out the Central and Urban settings in Haringey.</p> <p>The character settings, as set out in the London Plan, should be identified in the reasoned justification and shown clearly on an accompanying map.</p> <p><u>Suggested change</u> Revised paragraph 4.27c to read: “New development should be compatible with the existing pattern of development and character of an area. According to the London Plan, the borough consists of site settings shown in the accompanying map. Appropriate density ranges are related to location, setting in terms of existing building form and massing, and the index of public transport accessibility (PTAL).”</p>	<p>The GLA's representation to the UDP Modifications states that Haringey should define their own density zones. The character map in the 2004 London Housing Capacity Study is not Mayoral approved guidance and does not give a clear indication of the appropriate density for different parts of the borough.</p> <p>The modified HSG8 does properly reflect the London Plan as recommended by the Inspector. The Council has chosen not to repeat the habitable rooms and dwellings per hectare matrix and density ranges in the London Plan, but to include a general policy range and move to a more design-led site specific approach to density.</p> <p>The general density range of 200 – 700 hrha does conform to the London Plan. With regard to 'suburban' site setting as defined in paragraph 4.47 of the London Plan, the Council has not identified which areas of the borough would fall under the definition of 'suburban'. However, given the nature of development in the borough and the fact that the Council requires 2/3rds of new housing to be 1 and 2 bed units, new development in a suburban site setting is likely to be predominately of terraced houses and flats. Therefore, applying Table 4B.1, a minimum of 200 hrha is appropriate.</p>

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					<p>Council to provide an accompanying map setting out the different site settings as set out in the London Plan.</p>	<p>However, due to the absence of a map, minor changes is required to criterion a) and paragraph 4.27c to clarify how character will be applied.</p> <p>a) an <u>central</u> area with good public transport accessibility (PTAL levels 4-6, see Map A.1) and predominately comprises flats;</p> <p>New development should be compatible with the existing pattern of development and character of an area. <u>Paragraph 4.47 refers to appropriate density ranges being related to location, setting in terms of existing building form and massing and PTAL index, and then also defines Site Setting with existing very dense, dense and lower density development being the first characteristic in the site setting definition.</u></p> <p>According to the London Plan, the borough is characterised as predominately 'Urban', but contains areas of a 'Central setting. These areas align with areas of good public transport accessibility (PTAL levels 4-6).</p> <p>Site setting is only one factor which determines housing density. Other factors include public transport accessibility, housing mix and car parking provision. Table 4B.1 of the London Plan is a matrix which includes all these factors.</p>

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						<p>Insert new paragraph (as 4.27d) to address the relationship (as set out in Table 4B.1 of the London Plan) between public transport accessibility, car parking provision, housing type in determining density.</p> <p><u>The Housing Needs Assessment required under the Housing Act 2004 will guide the appropriate housing mix for planning purposes. Table 4B.1 in the London Plan includes both parking provision and average habitable rooms per dwelling in its density ranges. In the case of car free developments in locations where car parking is controlled and there is high PTAL rating, density may be appropriate at the higher end of the range if the development proposal comprises of predominately one and two-bedroomed flats and is appropriately related to the setting of existing building form and massing. Where development has car parking and amenity space on site and includes a proportion of the higher average habitable rooms per dwelling the density will need to be adjusted.</u></p>
73	0242	219	HSG8	Mr. Mario Petrou	<p>The proposed policy fails to justify high density figures as stated in paragraph 4.185 of the Inspector's Report.</p> <p><u>Suggested change</u> Explain the London Plan's justification for</p>	<p>Decision Partially accepted.</p> <p>Reason The modified HSG8 does properly reflect the London Plan as recommended by the</p>

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					<p>imposing higher density figures on Haringey and lower ranges on other boroughs such as Kingston, Richmond.</p>	<p>Inspector. The Council has chosen not to repeat the habitable rooms and dwellings per hectare matrix and density ranges in the London Plan, but to include a general policy range and move to a more design-led site specific approach to density.</p> <p>The general density range of 200 – 700 hrha does conform to the London Plan. With regard to 'suburban' site setting as defined in paragraph 4.47 of the London Plan, the Council has not identified which areas of the borough would fall under the definition of 'suburban'. However, given the nature of development in the borough and the fact that the Council requires 2/3rds of new housing to be 1 and 2 bed units, new development in a suburban site setting is likely to be predominately of terraced houses and flats. Therefore, applying Table 4B.1, a minimum of 200 hrha is appropriate.</p> <p>However, due to the absence of a map, minor changes is required to criterion a) and paragraph 4.27c to clarify how character will be applied.</p> <p>a) a <u>central</u> area with good public transport accessibility (PTAL levels 4-6, see Map A.1) and predominately comprises flats;</p> <p>New development should be compatible</p>

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						<p>with the existing pattern of development and character of an area. <u>Paragraph 4.47 refers to appropriate density ranges being related to location, setting in terms of existing building form and massing and PTAL index, and then also defines Site Setting with existing very dense, dense and lower density development being the first characteristic in the site setting definition.</u> According to the London Plan, the borough is characterised as predominately 'Urban', but contains areas of a 'Central setting. These areas align with areas of good public transport accessibility (PTAL levels 4-6).</p> <p>Site setting is only one factor which determines housing density. Other factors include public transport accessibility, housing mix and car parking provision. Table 4B.1 of the London Plan is a matrix which includes all these factors.</p> <p>Insert new paragraph (as 4.27d) to address the relationship (as set out in Table 4B.1 of the London Plan) between public transport accessibility, car parking provision, housing type in determining density.</p> <p><u>The Housing Needs Assessment required under the Housing Act 2004 will guide the appropriate housing mix for planning purposes. Table 4B.1 in the London Plan includes both parking provision and average</u></p>

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						<p><u>habitable rooms per dwelling in its density ranges. In the case of car free developments in locations where car parking is controlled and there is high PTAL rating, density may be appropriate at the higher end of the range if the development proposal comprises of predominately one and two-bedroomed flats and is appropriately related to the setting of existing building form and massing. Where development has car parking and amenity space on site and includes a proportion of the higher average habitable rooms per dwelling the density will need to be adjusted.</u></p>
73	0242	220	HSG8	Mr. Mario Petrou	<p>The new density ranges in HSG8 will change Haringey's character. The figures are more than 3 times the previous figures in the 1998 UDP.</p> <p><u>Suggested change</u> Explain how the density jump from the 1998 UDP evolved. Policy HSG2 of the 1998 UDP should be used.</p>	<p>Decision Not accepted.</p> <p>Reason Policy HSG8 has been drafted to reflect national policy guidance, to conform to the London Plan and to reflect local circumstances. The Council has chosen not to repeat the habitable rooms and dwellings per hectare matrix and density ranges in the London Plan, but to include a general policy range and move to a more design-led site specific approach to density.</p> <p>This approach will ensure the appropriate density on a site-by-site basis. The density ranges in adopted Policy HSG2.2 do not</p>

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						reflect national policy guidance, or the London Plan, and would not ensure best use of land in the borough or fulfil regeneration objectives. Therefore, no change.
73	0242	221	HSG8	Mr. Mario Petrou	HSG8 modifications do not reflect the Inspector's recommendation set out in paragraph 4.186. Suburban setting is not explained. <u>Suggested change</u> Show the full ranges and types in the policy.	Decision Partially accepted. Reason The modified HSG8 does properly reflect the London Plan as recommended by the Inspector. The Council has chosen not to repeat the habitable rooms and dwellings per hectare matrix and density ranges in the London Plan, but to include a general policy range and move to a more design-led site specific approach to density. The general density range of 200 – 700 hrha does conform to the London Plan. With regard to 'suburban' site setting as defined in paragraph 4.47 of the London Plan, the Council has not identified which areas of the borough would fall under the definition of 'suburban'. However, given the nature of development in the borough and the fact that the Council requires 2/3rds of new housing to be 1 and 2 bed units, new development in a suburban site setting is likely to be predominately of terraced houses and flats. Therefore, applying Table 4B.1, a minimum of 200 hrha is appropriate.

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						<p>However, due to the absence of a map, minor changes is required to criterion a) and paragraph 4.27c to clarify how character will be applied.</p> <p>a) an <u>central</u> area with good public transport accessibility (PTAL levels 4-6, see Map A.1) and predominately comprises flats;</p> <p>New development should be compatible with the existing pattern of development and character of an area. <u>Paragraph 4.47 refers to appropriate density ranges being related to location, setting in terms of existing building form and massing and PTAL index, and then also defines Site Setting with existing very dense, dense and lower density development being the first characteristic in the site setting definition.</u></p> <p>According to the London Plan, the borough is characterised as predominately 'Urban', but contains areas of a 'Central setting. These areas align with areas of good public transport accessibility (PTAL levels 4-6).</p> <p>Site setting is only one factor which determines housing density. Other factors include public transport accessibility, housing mix and car parking provision. Table 4B.1 of the London Plan is a matrix which includes all these factors.</p>

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						<p>Insert new paragraph (as 4.27d) to address the relationship (as set out in Table 4B.1 of the London Plan) between public transport accessibility, car parking provision, housing type in determining density.</p> <p><u>The Housing Needs Assessment required under the Housing Act 2004 will guide the appropriate housing mix for planning purposes. Table 4B.1 in the London Plan includes both parking provision and average habitable rooms per dwelling in its density ranges. In the case of car free developments in locations where car parking is controlled and there is high PTAL rating, density may be appropriate at the higher end of the range if the development proposal comprises of predominately one and two-bedroomed flats and is appropriately related to the setting of existing building form and massing. Where development has car parking and amenity space on site and includes a proportion of the higher average habitable rooms per dwelling the density will need to be adjusted.</u></p>
73	0343	260	HSG8	Bob Maltz	The Council does not identify the Central, Urban and Suburban setting areas, as defined by the London Plan on an accompanying map.	<p>Decision Partially accepted.</p> <p>Reason The GLA's representation to the UDP</p>

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					<p>The Council does not explain why the lower ranges in the London Plan for suburban areas do not apply in Haringey.</p> <p>The Council is not observing the London Plan definitions in its considerations of the different character settings for Haringey. The Council are also making incorrect use of the character map set out in the 2004 London Housing Capacity Study.</p> <p>The site setting definitions used in the 2004 London Housing Capacity Study are not those of the London Plan and are not consistent with it. The map does not accurately set out the Central and Urban settings in Haringey.</p> <p>Modified paragraphs 4.27a and 4.27b do not state how the design and height of buildings will be controlled.</p> <p>Criteria b) to e) have not been endorsed by the Inspector. The Council has failed to adequately respond to the Inspector's objections to HSG8.</p> <p><u>Suggested change</u> HSG8 to read: "Density for new residential development shall be in the following ranges: e) mostly flats in the Central areas 650-1100hrh;</p>	<p>Modifications states that Haringey should define their own density zones. The character map in the 2004 London Housing Capacity Study is not Mayoral approved guidance and does not give a clear indication of the appropriate density for different parts of the borough.</p> <p>The modified HSG8 does properly reflect the London Plan as recommended by the Inspector. The Council has chosen not to repeat the habitable rooms and dwellings per hectare matrix and density ranges in the London Plan, but to include a general policy range and move to a more design-led site specific approach to density.</p> <p>The general density range of 200 – 700 hrha does conform to the London Plan. With regard to 'suburban' site setting as defined in paragraph 4.47 of the London Plan, the Council has not identified which areas of the borough would fall under the definition of 'suburban'. However, given the nature of development in the borough and the fact that the Council requires 2/3rds of new housing to be 1 and 2 bed units, new development in a suburban site setting is likely to be predominately of terraced houses and flats. Therefore, applying Table 4B.1, a minimum of 200 hrha is appropriate.</p> <p>However, due to the absence of a map,</p>

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					<p>f) terraced houses and flats in the Urban area 200-450hrh; g) flats in the Urban areas 450-700hrh; h) detached and linked houses in the Suburban area 150-200hrh.</p> <p>The Central, Urban and Suburban areas of Haringey are identified and shown clearly on an accompanying map.</p> <p>All new development will be carefully designed and compatible with the appearance and character of the surrounding area and its buildings, and should be well related to public transport and public service provision".</p> <p>The character settings, as set out in the London Plan, should be identified in the reasoned justification and shown clearly on an accompanying map.</p>	<p>minor changes is required to criterion a) and paragraph 4.27c to clarify how character will be applied.</p> <p>a) an <u>central</u> area with good public transport accessibility (PTAL levels 4-6, see Map A.1) and predominately comprises flats;</p> <p>New development should be compatible with the existing pattern of development and character of an area. <u>Paragraph 4.47 refers to appropriate density ranges being related to location, setting in terms of existing building form and massing and PTAL index, and then also defines Site Setting with existing very dense, dense and lower density development being the first characteristic in the site setting definition.</u> According to the London Plan, the borough is characterised as predominately 'Urban', but contains areas of a 'Central setting. These areas align with areas of good public transport accessibility (PTAL levels 4-6).</p> <p>Site setting is only one factor which determines housing density. Other factors include public transport accessibility, housing mix and car parking provision. Table 4B.1 of the London Plan is a matrix which includes all these factors.</p> <p>Insert new paragraph (as 4.27d) to address</p>

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						<p>the relationship (as set out in Table 4B.1 of the London Plan) between public transport accessibility, car parking provision, housing type in determining density.</p> <p><u>The Housing Needs Assessment required under the Housing Act 2004 will guide the appropriate housing mix for planning purposes. Table 4B.1 in the London Plan includes both parking provision and average habitable rooms per dwelling in its density ranges. In the case of car free developments in locations where car parking is controlled and there is high PTAL rating, density may be appropriate at the higher end of the range if the development proposal comprises of predominately one and two-bedroomed flats and is appropriately related to the setting of existing building form and massing. Where development has car parking and amenity space on site and includes a proportion of the higher average habitable rooms per dwelling the density will need to be adjusted.</u></p>
178	0346	225	HSG4 & Glossary	Helen Steel	Object to the deletion of the words "The affordable housing should achieve weekly outgoing levels appreciably below the minimum cost of market housing and should be available in perpetuity for those in housing need", and to the definitions added. The form of words set out which	<p>Decision Not accepted.</p> <p>Reason The modified definition of affordable housing is in line with the London Plan. The definition is concise and adds clarity.</p>

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					<p>replace the above sentence do not adequately address the issue of affordability and the need for secure housing. The definitions added do not clarify matters and instead make the 'affordability' issue more vague and unspecific.</p> <p><u>Suggested change</u> Modify the wording to read: "Housing which is attainable to buy/rent for those people's whose incomes are insufficient to allow them to afford to buy / rent locally on the open market. Rents / prices for affordable housing should be set at levels appreciably below the minimum cost of market housing and should be available in perpetuity for those in housing need."</p> <p>Social Housing: "Housing provided by an organisation such as a local authority or housing association which allocates accommodation on the basis of need. Such dwellings will normally be for rent at an affordable level or shared ownership. Other types of housing which qualify as social housing include subsidised low-cost home ownership where a public body, such as a local authority, retains a permanent interest as a landowner, hence ensuring that dwellings continue to meet pressing</p>	<p>No further change</p>

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					housing needs in the future".	
73	0242	229	HSG8	Mr. Mario Petrou	<p>Higher density ranges not acceptable. There are suburban areas in Haringey, therefore, lower density ranges would be expected.</p> <p><u>Suggested change</u> Change the plan's density ranges to correspond to the 1998 UDP.</p>	<p>Decision Partially accepted.</p> <p>Reason The modified HSG8 does properly reflect the London Plan as recommended by the Inspector. The Council has chosen not to repeat the habitable rooms and dwellings per hectare matrix and density ranges in the London Plan, but to include a general policy range and move to a more design-led site specific approach to density.</p> <p>The general density range of 200 – 700 hrha does conform to the London Plan. With regard to 'suburban' site setting as defined in paragraph 4.47 of the London Plan, the Council has not identified which areas of the borough would fall under the definition of 'suburban'. However, given the nature of development in the borough and the fact that the Council requires 2/3rds of new housing to be 1 and 2 bed units, new development in a suburban site setting is likely to be predominately of terraced houses and flats. Therefore, applying Table 4B.1, a minimum of 200 hrha is appropriate.</p> <p>However, due to the absence of a map, minor changes is required to criterion a) and paragraph 4.27c to clarify how character will be applied.</p>

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						<p>a) a <u>central</u> area with good public transport accessibility (PTAL levels 4-6, see Map A.1) and predominately comprises flats;</p> <p>New development should be compatible with the existing pattern of development and character of an area. <u>Paragraph 4.47 refers to appropriate density ranges being related to location, setting in terms of existing building form and massing and PTAL index, and then also defines Site Setting with existing very dense, dense and lower density development being the first characteristic in the site setting definition.</u> According to the London Plan, the borough is characterised as predominately 'Urban', but contains areas of a 'Central setting. These areas align with areas of good public transport accessibility (PTAL levels 4-6).</p> <p>Site setting is only one factor which determines housing density. Other factors include public transport accessibility, housing mix and car parking provision. Table 4B.1 of the London Plan is a matrix which includes all these factors.</p> <p>Insert new paragraph (as 4.27d) to address the relationship (as set out in Table 4B.1 of the London Plan) between public transport accessibility, car parking provision, housing</p>

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						<p>type in determining density.</p> <p><u>The Housing Needs Assessment required under the Housing Act 2004 will guide the appropriate housing mix for planning purposes. Table 4B.1 in the London Plan includes both parking provision and average habitable rooms per dwelling in its density ranges. In the case of car free developments in locations where car parking is controlled and there is high PTAL rating, density may be appropriate at the higher end of the range if the development proposal comprises of predominately one and two-bedroomed flats and is appropriately related to the setting of existing building form and massing. Where development has car parking and amenity space on site and includes a proportion of the higher average habitable rooms per dwelling the density will need to be adjusted.</u></p>
73	0348	233	HSG8	Haringey Federation of Residents Associations	<p>The Council does not identify the Central, Urban and Suburban setting areas, as defined by the London Plan on an accompanying map.</p> <p>The Council does not explain why the lower ranges in the London Plan for suburban areas do not apply in Haringey.</p> <p>The Council is not observing the London</p>	<p>Decision Partially accepted.</p> <p>Reason The GLA's representation to the UDP Modifications states that Haringey should define their own density zones. The character map in the 2004 London Housing Capacity Study is not Mayoral approved guidance and does not give a clear</p>

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					<p>Plan definitions in its considerations of the different character settings for Haringey. The Council are also making incorrect use of the character map set out in the 2004 London Housing Capacity Study.</p> <p>The site setting definitions used in the 2004 London Housing Capacity Study are not those of the London Plan and are not consistent with it. The map does not accurately set out the Central and Urban settings in Haringey.</p> <p>Modified paragraphs 4.27a and 4.27b do not state how the design and height of buildings will be controlled.</p> <p>Criteria b) to e) have not been endorsed by the Inspector. The Council has failed to adequately respond to the Inspector's objections to HSG8.</p> <p><u>Suggested change</u> HSG8 to read: "Density for new residential development shall be in the following ranges:</p> <ul style="list-style-type: none"> a) mostly flats in the Central areas 650-1100hrh; b) terraced housed and flats in the Urban area 200-450hrh; c) flats in the Urban areas 450-700hrh; d) detached and linked houses in the 	<p>indication of the appropriate density for different parts of the borough.</p> <p>The modified HSG8 does properly reflect the London Plan as recommended by the Inspector. The Council has chosen not to repeat the habitable rooms and dwellings per hectare matrix and density ranges in the London Plan, but to include a general policy range and move to a more design-led site specific approach to density.</p> <p>The general density range of 200 – 700 hrha does conform to the London Plan. With regard to 'suburban' site setting as defined in paragraph 4.47 of the London Plan, the Council has not identified which areas of the borough would fall under the definition of 'suburban'. However, given the nature of development in the borough and the fact that the Council requires 2/3rds of new housing to be 1 and 2 bed units, new development in a suburban site setting is likely to be predominately of terraced houses and flats. Therefore, applying Table 4B.1, a minimum of 200 hrha is appropriate.</p> <p>However, due to the absence of a map, minor changes is required to criterion a) and paragraph 4.27c to clarify how character will be applied.</p> <p>a) a an <u>central</u> area with good public</p>

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					<p>Suburban area 150-200hrh. The Central, Urban and Suburban areas of Haringey are identified and shown clearly on an accompanying map.</p> <p>All new development will be carefully designed and compatible with the appearance and character of the surrounding area and its buildings, and should be well related to public transport and public service provision".</p> <p>The character settings, as set out in the London Plan, should be identified in the reasoned justification and shown clearly on an accompanying map.</p>	<p>transport accessibility (PTAL levels 4-6, see Map A.1) and predominately comprises flats;</p> <p>New development should be compatible with the existing pattern of development and character of an area. <u>Paragraph 4.47 refers to appropriate density ranges being related to location, setting in terms of existing building form and massing and PTAL index, and then also defines Site Setting with existing very dense, dense and lower density development being the first characteristic in the site setting definition.</u> According to the London Plan, the borough is characterised as predominately 'Urban', but contains areas of a 'Central setting. These areas align with areas of good public transport accessibility (PTAL levels 4-6).</p> <p>Site setting is only one factor which determines housing density. Other factors include public transport accessibility, housing mix and car parking provision. Table 4B.1 of the London Plan is a matrix which includes all these factors.</p> <p>Insert new paragraph (as 4.27d) to address the relationship (as set out in Table 4B.1 of the London Plan) between public transport accessibility, car parking provision, housing type in determining density.</p>

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						<p><u>The Housing Needs Assessment required under the Housing Act 2004 will guide the appropriate housing mix for planning purposes. Table 4B.1 in the London Plan includes both parking provision and average habitable rooms per dwelling in its density ranges. In the case of car free developments in locations where car parking is controlled and there is high PTAL rating, density may be appropriate at the higher end of the range if the development proposal comprises of predominately one and two-bedroomed flats and is appropriately related to the setting of existing building form and massing. Where development has car parking and amenity space on site and includes a proportion of the higher average habitable rooms per dwelling the density will need to be adjusted.</u></p>
73	0348	234	HSG8	Haringey Federation of Residents Associations	<p>The London Plan does not state that Haringey is predominately Urban. There are extensive areas of suburban setting in the borough, paragraph 4.27c is incorrect in asserting that Haringey only contains urban and central settings.</p> <p>The Council is not observing the London Plan definitions in its considerations of the different character settings for Haringey. The Council are also making incorrect use of the character map set out in the 2004</p>	<p>Decision Partially accepted.</p> <p>Reason The GLA's representation to the UDP Modifications states that Haringey should define their own density zones. The character map in the 2004 London Housing Capacity Study is not Mayoral approved guidance and does not give a clear indication of the appropriate density for different parts of the borough.</p>

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					<p>London Housing Capacity Study.</p> <p>The site setting definitions used in the 2004 London Housing Capacity Study are not those of the London Plan and are not consistent with it. The map does not accurately set out the Central and Urban settings in Haringey.</p> <p>The character settings, as set out in the London Plan, should be identified in the reasoned justification and shown clearly on an accompanying map.</p> <p><u>Suggested change</u> Revised paragraph 4.27c to read: “New development should be compatible with the existing pattern of development and character of an area. According to the London Plan, the borough consists of site settings shown in the accompanying map. Appropriate density ranges are related to location, setting in terms of existing building form and massing, and the index of public transport accessibility (PTAL).”</p> <p>Council to provide an accompanying map setting out the different site settings as set out in the London Plan.</p>	<p>The modified HSG8 does properly reflect the London Plan as recommended by the Inspector. The Council has chosen not to repeat the habitable rooms and dwellings per hectare matrix and density ranges in the London Plan, but to include a general policy range and move to a more design-led site specific approach to density.</p> <p>The general density range of 200 – 700 hrha does conform to the London Plan. With regard to ‘suburban’ site setting as defined in paragraph 4.47 of the London Plan, the Council has not identified which areas of the borough would fall under the definition of ‘suburban’. However, given the nature of development in the borough and the fact that the Council requires 2/3rds of new housing to be 1 and 2 bed units, new development in a suburban site setting is likely to be predominately of terraced houses and flats. Therefore, applying Table 4B.1, a minimum of 200 hrha is appropriate.</p> <p>However, due to the absence of a map, minor changes is required to criterion a) and paragraph 4.27c to clarify how character will be applied.</p> <p>a) a <u>central</u> area with good public transport accessibility (PTAL levels 4-6, see Map A.1) and predominately</p>

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						<p>comprises flats;</p> <p>New development should be compatible with the existing pattern of development and character of an area. <u>Paragraph 4.47 refers to appropriate density ranges being related to location, setting in terms of existing building form and massing and PTAL index, and then also defines Site Setting with existing very dense, dense and lower density development being the first characteristic in the site setting definition.</u></p> <p>According to the London Plan, the borough is characterised as predominately 'Urban', but contains areas of a 'Central setting. These areas align with areas of good public transport accessibility (PTAL levels 4-6).</p> <p>Site setting is only one factor which determines housing density. Other factors include public transport accessibility, housing mix and car parking provision. Table 4B.1 of the London Plan is a matrix which includes all these factors.</p> <p>Insert new paragraph (as 4.27d) to address the relationship (as set out in Table 4B.1 of the London Plan) between public transport accessibility, car parking provision, housing type in determining density.</p> <p><u>The Housing Needs Assessment required under the Housing Act 2004 will guide the</u></p>

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						<p><u>appropriate housing mix for planning purposes. Table 4B.1 in the London Plan includes both parking provision and average habitable rooms per dwelling in its density ranges. In the case of car free developments in locations where car parking is controlled and there is high PTAL rating, density may be appropriate at the higher end of the range if the development proposal comprises of predominately one and two-bedroomed flats and is appropriately related to the setting of existing building form and massing. Where development has car parking and amenity space on site and includes a proportion of the higher average habitable rooms per dwelling the density will need to be adjusted.</u></p>
73	0338	245	HSG8	Liberal Democrats	<p>Object to the Council's statement that there are no Suburban areas in Haringey. The UDP should explain that large proportions of the borough are suburban and that lower housing figures apply.</p> <p><u>Suggested change</u> The character settings of the borough should be mapped.</p>	<p>Decision Partially accepted.</p> <p>Reason The modified HSG8 does properly reflect the London Plan as recommended by the Inspector. The Council has chosen not to repeat the habitable rooms and dwellings per hectare matrix and density ranges in the London Plan, but to include a general policy range and move to a more design-led site specific approach to density.</p> <p>The general density range of 200 – 700</p>

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						<p>hrha does conform to the London Plan. With regard to 'suburban' site setting as defined in paragraph 4.47 of the London Plan, the Council has not identified which areas of the borough would fall under the definition of 'suburban'. However, given the nature of development in the borough and the fact that the Council requires 2/3rds of new housing to be 1 and 2 bed units, new development in a suburban site setting is likely to be predominately of terraced houses and flats. Therefore, applying Table 4B.1, a minimum of 200 hrha is appropriate.</p> <p>However, due to the absence of a map, minor changes is required to criterion a) and paragraph 4.27c to clarify how character will be applied.</p> <p>a) a <u>central</u> area with good public transport accessibility (PTAL levels 4-6, see Map A.1) and predominately comprises flats;</p> <p>New development should be compatible with the existing pattern of development and character of an area. <u>Paragraph 4.47 refers to appropriate density ranges being related to location, setting in terms of existing building form and massing and PTAL index, and then also defines Site Setting with existing very dense, dense and lower density development being the first</u></p>

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						<p>characteristic in the site setting definition. According to the London Plan, the borough is characterised as predominately 'Urban', but contains areas of a 'Central setting'. These areas align with areas of good public transport accessibility (PTAL levels 4-6).</p>
70	0226	262	HSG6	Greater London Authority	The proposed restriction on no more than 20% HMOs and/or flats is unnecessary and unjustified.	<p>Decision Not accepted.</p> <p>Reason The 20% level in criterion c of Policy HSG6 is justified in the supporting text (paragraph 4.23) as necessary to avoid an over intensification of HMOs and/or conversions in a street which would result in an imbalance of housing types and sizes, in particular a loss of family housing and give rise to on-street parking problems and deterioration in the residential environment.</p> <p>The Council will review this policy and carry out further research as part of the Local Development Framework.</p> <p>No change</p>
73	0226	263	HSG8	Greater London Authority	The reference to the London Plan specifying character in the borough is not correct. The character map in the draft Housing Provision SPG is not in the final Housing SPG. Haringey should define their own density zones referring to the criteria in the London Plan.	<p>Decision Accepted.</p> <p>Reason The character map is not Mayoral approved guidance and it does not give a clear indication of the appropriate density for</p>

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						different parts of the borough. The Council will define the density areas and aim to produce a detailed character map of the borough as part of the Core Strategy.
178	0226	264	HSG4 & Glossary	Greater London Authority	The intermediate housing definition to refer to income range as in the London Plan and Housing SPG, rather than the current reference to 'substantially below market levels'.	<p>Decision Accepted.</p> <p>Reason Reword intermediate housing definition to read: "Intermediate provision is sub-market housing, where costs, including service charges, are above target rents for social housing, but where costs, including service charges, are affordable by households on incomes of less than £49,000 (as at September 2005). <i>(This figure has been updated from the London Plan and will be reviewed on an annual basis to reflect changes in income house-price ratios).</i></p>
69	0226	270	HSG4	Greater London Authority	Support modification to paragraph 4.17.	Support noted. No change
60 & 61	0195	276	4.1a	Government Office for London	Support modification to paragraphs 4.6 and 4.1b and the inclusion of Table 4.1.	Support noted. No change
60	0195	284	4.1a	Government Office for London	<p>The revised paragraph is incorrect as it says the London Plan has been altered when the Plan is in fact the subject of a draft Alteration.</p> <p><u>Suggested change</u> Reference to status of London Plan</p>	<p>Decision Accepted.</p> <p>Reason Reword the second sentence of paragraph 4.1a to read as follows: "The draft London Plan Alterations reflects</p>

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					Alterations to be corrected.	the housing capacity and sets a draft target for Haringey of 6,800 dwellings, or 680 per annum over a ten year period 2007/8 – 2016/17”.
66	0195	277	HSG2	Government Office for London	Support modification as change involves an amendment to Schedule 1 to show which sites in DEAs are suitable for housing, modifying clause a) of policy HSG2 to cross reference the revision to both Schedule 1 and the criteria in EMP3R.	Support noted. No change
68	0195	278	HSG4	Government Office for London	The Council has not addressed the issue of site size threshold. This is important as it provides clarity for developers and is the approach set out in Circular 6/98 (10 units is 0.3 or 0.4ha) <u>Suggested change</u> Insert a minimum site size threshold in the first sentence of policy HSG4.	Decision Partially accepted. Reason Paragraph 4.16a states that affordable housing will be required on sites that are capable of accommodating 10 or more units. Whether a site is capable of providing 10 or more units will be determined by site size and appropriate density levels. Therefore, it is appropriate to mention, as a guide, a minimum site size threshold in this paragraph. Add new sentence to end of paragraph 4.16a a to read: “As a guide affordable housing should be provided on sites of 0.3ha or more.”
76	0195	279	HSG10	Government Office for London	The wording “presumption against” conflicts with the normal presumption in	Decision Partially accepted.

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					favour of permission unless there is a reason why it should not be granted. <u>Suggested change</u> Reword policy to say: "Permission will not be granted for conversions in the areas shown, unless a) the proposal complies with (set of criteria) or b) the developer can demonstrate that the proposal would not cause problems (such as car parking, pressure on services)	Reason Reword beginning of policy to read: <u>"Permission will not be granted for conversions in the following areas: .</u> The modified text in the reasoned justification (paragraph 4.35) deals with issues arising from conversions so no further change is required.
63	0195	288	HSG1(f)	Government Office for London	Support modification as clause (f) of policy has been deleted and a new reference added to the reasoned justification indicating that the Council seeks to ensure that all homes are built to Lifetime Homes standards.	Support noted. No change

EMPLOYMENT

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83	0195	280	EMP3R	Government Officer for London	Support modification to Policy EMP3R 'Non Employment Generating Uses'.	Support noted. No change
77	0226	2101	5.6	Greater London Authority/London Development Agency	Support modification to the objective in paragraph 5.6.	Support noted. No change

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79	0226	2102	5.7, 5.8, 5.12 & 5.19	Greater London Authority/London Development Agency	Support modification to paragraph 5.7	Support noted. No change
80	0226	2103	5.10	Greater London Authority/London Development Agency	Support modification to paragraph 5.10.	Support noted. No change
81	0226	2104	5.10	Greater London Authority/London Development Agency	Support modification to paragraph 5.10. However some concern is raised regarding the potential for Haringey Heartlands to provide new homes as well as new jobs.	Decision No change Reason The issue of new homes and jobs in Haringey Heartlands is a matter for the Haringey Heartlands Masterplan, which will be subject to public consultation and a sustainability appraisal.
82	0226	2105	EMP1	Greater London Authority/London Development Agency	Support modification to Policy EMP1.	Support noted. No change
83	0226	2106	EMP3R	Greater London Authority/London Development Agency	Support modification to Policy EMP3R.	Support noted. No change
84	0226	2107	EMP4	Greater London Authority/London Development Agency	Support modification to delete Policy EMP4 and paragraph 5.25a.	Support noted. No change
85	0226	2108	EMP5c	Greater London Authority/London Development Agency	Support modification to Policy EMP5.	Support noted. No change

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86	0226	2109	EMP6f	Greater London Authority/London Development Agency	Support modification to Policy EMP6.	Support noted. No change
87	0226	2110	5.36a	Greater London Authority/London Development Agency	Support modification to paragraph 5.36a.	Support noted. No change

TOWN CENTRES AND RETAILING

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94	0492	248	TCR1b	Rapleys for Wm Morrison Supermarkets Plc	<p>PPS6 states that impact assessment should only be carried out in developments on edge of centre or out of centre sites, not local centres as stated in TCR1b.</p> <p><u>Suggested change</u> TCR1 should be amended by deleting the requirement to demonstrate no detrimental impact on the vitality and viability of existing centres.</p>	<p>Decision Not accepted.</p> <p>Reason The modification to criterion b) of Policy TCR1 was made in accordance with the Inspector's recommendation [6.57].</p> <p>The justification for this recommendation is given in paragraph 6.53 of the Inspector's report. In addition, paragraph 3.20 of PPS6 requires that where a significant development in a centre would substantially increase the attraction of the centre and could have an impact on other centres, the impact on other centres will also need to be assessed.</p>

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						No change
89	0226	2111	6.5	Greater London Authority/London Development Agency	Support modification to paragraph 6.5.	Support noted. No change
90	0226	2112	6.5e	Greater London Authority/London Development Agency	Support modification to paragraph 6.5e.	Support noted. No change
91	0226	2113	6.6b	Greater London Authority/London Development Agency	Support modification to paragraph 6.6b.	Support noted. No change
92	0226	2114	6.9	Greater London Authority/London Development Agency	Support modification to paragraph 6.9.	Support noted. No change
93	0226	2115	6.12r	Greater London Authority/London Development Agency	Support modification to paragraph 6.12r. The proposed text could also refer to policy 3D.2 of the London Plan.	Decision Not accepted. Reason It is not necessary to refer to the London Plan policy. Reference to PPS 6 is sufficient. No change.
94	0226	2116	TCR1(b)	Greater London Authority/London Development Agency	Support modification to Policy TCR1. Consider amending b) to read "does not harm the vitality and viability of the centre of other centres within the sub region".	Decision Not accepted. Reason Inserting "within the sub region" into the policy criterion is necessary as "other

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						centres" would include centres in neighbouring boroughs and within the sub-region. No change.

MOVEMENT

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12 & 102	0226	267	M1 / paragraph 7.5m	Greater London Authority	Policy M1 should continue to include a reference to WARME, however, the supporting paragraph 7.5m in relation to Policy M1 should delete the reference to the Victoria Line Extension.	<p>Decision Partially accepted.</p> <p>Reason The reference to WARME in Policy M1 should be reinstated as a non-material change. However, the proposal is now known as the West Anglia Route Development. Therefore, reinstate the criterion to read: "West Anglia Route Development, including additional services and stations between Tottenham Hale and Stratford."</p> <p>The Council has modified Policy M1 by deleting the reference to the Victoria Line extension. However, the Council would still support the proposal should it come forward during the plan period. This statement does not influence any decision taken by</p>

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						<p>Transport for London on the proposal or affect the use of land.</p> <p>No further change.</p> <p>For consistency, a non-material change is required to paragraph 7.5m to delete reference to WARME.</p> <p>Therefore, the fourth sentence of paragraph 7.5m reads: The Council would also support the extension of the Victoria Line to Northumberland Park, West Anglia Route Development (formerly known as WARME), improvements to the A10/A1010 and improvements to orbital public transport should firm proposals come forward within the Plan period.</p>

OPEN SPACE

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109	0161	213	8.1	Avenue Gardens Residents Association	The sixth sentence in paragraph 8.1 should be explained and not deleted. The Inspector's recommendation for explaining the sentence could be met by the following: "In areas where there is a deficiency in	<p>Decision Not accepted.</p> <p>Reason The modification to delete the sentence was made in accordance with the Inspector's</p>

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					open space, that is, in areas not within 400m of a Local Park, as specified by the Mayor's Best Practice Guidance: Guide to Preparing Open Space Strategies, the Council will ensure that no open space is lost and, where appropriate, additional provision will be required". This is to be preferred over deletion.	<p>recommendation [8.288]. In paragraph 8.274 of his report, the Inspector states that the sentence is confusing and is unclear in its message. The Council agrees.</p> <p>The Inspector stated at paragraph 8.18 of his report that a policy that states "no loss of open space" is "going too far" and may fetter the preparation of open space standards. The issue of loss of existing open space is addressed by the addition of sentence recommended by the Inspector in paragraph 8.30 of his report.</p> <p>The Council has explained how open space deficiency is defined in response to Inspector's recommendation 8.287.</p> <p>No change.</p>
141	0161	214	OS12c	Avenue Gardens Residents Association	<p>The proposed modification to paragraph 8.44 to justify OS12c does not satisfy the Inspector's objections.</p> <p><u>Suggested change</u> The Council should agree with the Inspector and delete OS12c.</p>	<p>Decision Not accepted.</p> <p>Reason The Council proposed a modification to paragraph 8.44 to explain how access to open space might be improved, in accordance with the Inspector's recommendation [8.262].</p> <p>No further change.</p>
138	0346	224	OS11	Helen Steel	The modifications to 8.40a do not adequately summarise the findings of the Haringey Open Space and Sports	Decision Not accepted.

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					<p>Assessment. It does not set out the present shortfall of allotment provision, nor that the 712 plots needed in areas underserved by existing provision is a current need, not a projected need.</p> <p><u>Suggested change</u> Modify paragraph 8.40a to read: "The Haringey Open Space and Sports Assessment carried out in 2003 looked at allotment provision in the borough. This identified demand for 425 plots at the time the survey was carried out, and an additional 712 plots from areas underserved by existing provision (such as the central and south-east areas of Haringey). Demographic changes between 2003 and 2016 were expected to lead to demand for a further 444 plots. Some of this demand could be met by a limited number of existing vacant plots following improvements to site management, but overall there is an estimated requirement for up to 1552 additional plots or 31ha of allotment land."</p>	<p>Reason The Open Space and Sports Assessment addresses this issue in considerable detail. It would be impossible to summarise it fully in the UDP. However, it is considered that the sentences in the UDP provide the essence of what is in the Assessment, and the very reference to the Assessment highlights its existence and the document itself can be looked at if further detail is required. The word "existing" provision in reference to the need for an additional 712 plots makes clear that this is a current need and not a projected need, and it is not considered that there is a need to add further explanatory text in relation to this.</p> <p>It is accepted that the paragraph does not provide a figure for the demand for allotments at the time that the Open Space Assessment was carried out (425 on the waiting list at 2003). However, this figure fluctuates over time, even between seasons - there is greater demand in summer - and so that the inclusion of such a figure would not add clarity to the Plan. Furthermore, the allotment review found significant numbers of allotments held by tenants who are not resident in the borough. It is also noted that neighbouring boroughs have vacancies. All these factors would be taken into account when assessing current and projected need.</p>

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						No change.
109	0242	228	8.1	Mr. Mario Petrou	<p>Are Open Space Standards wholly dependent on the Haringey Open Space Strategy being completed? Density standards have risen and open space standards haven't been established.</p> <p><u>Suggested change</u> Include open space standards, even in draft form.</p>	<p>Decision Not accepted.</p> <p>Reason The local open space standards will take some time to prepare, and must be the subject of public consultation and participation. It would have been an impracticable task to produce meaningful standards in the period between the public inquiry and the modifications. The Council is committed to providing local open space standards as part of the Local Development Framework. It is intended that the standards could be prepared as part of a Core Strategy, which will commence in September 2006. As such, the standards will be subject to public consultation and a sustainability appraisal.</p> <p>No change</p>
109	0348	235	8.1	Haringey Federation of Residents Associations	<p>HFRA and Haringey Friends of Parks Forum jointly object to the proposal to remove the RDUDP 8.1 sixth sentence text rather than make a simple amendment and take on board the Inspector's concerns.</p> <p><u>Suggested change:</u> Modified text to read: "In areas where there is a deficiency in open space, that is, in areas not within</p>	<p>Decision Not accepted.</p> <p>Reason The modification to delete the sentence was made in accordance with the Inspector's recommendation [8.288]. In paragraph 8.274 of his report, the Inspector states that the sentence is confusing and is unclear in its message. The Council agrees.</p>

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					<p>400m of a Local Park, as specified by the Mayor's Best Practice Guidance: Guide to Preparing Open Space Strategies, the Council will ensure that no open space is lost and, where appropriate, additional provision will be required".</p> <p>This is to be preferred over deletion.</p>	<p>The Inspector stated at paragraph 8.18 of his report that a policy that states "no loss of open space" is "going too far" and may fetter the preparation of open space standards. The issue of loss of existing open space is addressed by the addition of sentence recommended by the Inspector in paragraph 8.30 of his report.</p> <p>The Council has explained how open space deficiency is defined in response to Inspector's recommendation 8.287.</p> <p>No change.</p>
141	0348	236	OS12c	Haringey Federation of Residents Associations	<p>The proposed modification to paragraph 8.44 to justify OS12c does not satisfy the Inspector's objections.</p> <p><u>Suggested change</u> The Council should agree with the Inspector and delete OS12c.</p> <p>The proposed modification to paragraph 8.44 is withdrawn and that the text of 8.44 reverts to the form in the RDUDP.</p>	<p>Decision Not accepted.</p> <p>Reason The Council proposed a modification to paragraph 8.44 to explain how access to open space might be improved, in accordance with the Inspector's recommendation [8.262]. In order to provide clarity a reference to PPG17 Companion Guide, Section 3, Diagram 1 "Decision Making for Redevelopment of an Existing Open Space or Sports/Recreation Facilities" should be made in criterion e) of Policy OS12.</p> <p>Therefore, criterion e) of Policy OS12 should read:</p>

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						<p>that there has been a robust assessment of existing and future needs of the community as outlined in PPG17 Planning for Open Space, Sport and Recreation under Assessments of Needs and Opportunities, and under Chapter 3 of the Companion Guide, Diagram 1, Redevelopment of an Existing Open Space or Sports/ Recreation Facility.</p> <p>No further change.</p>
144	0348	237	OS14	Haringey Federation of Residents Associations	<p>HFRA and Haringey Friends of Park Forum object to the proposed modifications to paragraph 8.49a as failing to identify an appropriate criteria for open space deficiency, as failing to conform to GLA guidelines, failing to explain why the inappropriate criteria was chosen and failing to conform to the Inspector's recommendations.</p> <p><u>Suggested change</u> Reword paragraph 8.49a to read: "The Open Space and Sports Assessment included <u>2 accessibility maps at Figure 4.2 entitled "Pedestrian Accessibility – Local Parks" and 4.3 entitled "Accessibility to District, Metropolitan & Regional Parks"</u>. In accordance with the threshold recommended in the Mayor of London's "Best Practice Guide to Preparing Open Space Strategies", open space deficiency areas are derived by considering</p>	<p>Decision Not accepted.</p> <p>Reason The Open Space and Sports Assessment clearly sets out how open space deficiency was calculated for the purposes of the Assessment. The criteria used was further than 280m from any form of public open space (open spaces where access is restricted are excluded). This criteria is based on the LPAC Open Space Planning Report and the (then) Draft GLA Study. Clearly there are other ways in which open space deficiency could have been calculated, but the threshold of 0.25 ha was chosen and it accords with the advice set out in the Mayor's Best Practice Guide to Preparing Open Space Strategies.</p> <p>Therefore, the modification to paragraph 8.49a satisfies the Inspector's</p>

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					<p>pedestrian access to <u>public open spaces of 2ha or above</u> (regional parks, metropolitan parks, district parks and local parks). Open spaces where access is restricted such as private sports grounds and playing fields were excluded from the <u>Atkins</u> survey.</p> <p>Reword paragraph 8.49b to read: "Those areas of the borough which are deficient in public open space are defined as those which are further than 280m and 400m from any <u>local park</u>."</p>	<p>recommendation [8.287].</p> <p>No change.</p>
114	0011	241	OS1b	Malcolm Judd & Partners for National Grid Company	Supports the addition of new text to the supporting paragraph of policy OS1B.	Support noted. No change
119	0011	242	OS2A	Malcolm Judd & Partners for National Grid Company	Supports the addition of new text to the supporting paragraph of policy OS2A.	Support noted. No change
131	0011	243	OS4	Malcolm Judd & Partners for National Grid Company	Supports the addition of new text to the supporting paragraph of policy OS4.	Support noted. No change
128	0011	244	OS5	Malcolm Judd & Partners for National Grid Company	Supports the addition of new text to the supporting paragraph of policy OS5.	Support noted. No change
141	0338	246	OS12c	Liberal Democrats	This policy may result in the Council being pressurised to accept development on playing fields by improving access to another piece of open space nearby. As	<p>Decision Not accepted.</p> <p>Reason</p>

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					development increases, the value of open spaces will increase.	<p>Policy OS12 has very clear criteria for considering applications to develop open space. Paragraph 8.44 provides the justification to the policy and does not suggest a presumption that playing fields can be built on if access to other open space is provided. Its inclusion does not provide a loophole for pressure to be applied to allow development to go ahead. In addition, paragraph 8.44a has been added to the policy to further strengthen it and points out the provisions of policy OS14 which deals with open space deficiency and new development, and points to Map 8.1 where open space deficiency is identified.</p> <p>No further change.</p>
144	0338	247	8.49a	Liberal Democrats	Open Space Standards are fundamental and it is important that there is a time-scale for their inclusion in the development plan.	<p>Decision Not accepted.</p> <p>Reason The Council are committed to providing local open space standards as part of the Local Development Framework. The standards will take some time to prepare, and must be the subject of public consultation and participation. It is intended that the standards could be prepared as part of a Core Strategy, which will commence in September 2006.</p> <p>No change.</p>

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111	0028	253	OS1B	Thames Water	Support proposed modification (paragraph 8.10b) in relation to Green Belt and utility infrastructure.	Support noted. No change
114	0028	254	OS1A	Thames Water	Support proposed modification (paragraph 8.10g) in relation to Metropolitan Open Land and utility infrastructure.	Support noted.
127	0028	255	OS4	Thames Water	Support proposed modification (paragraph 8.16a) in relation to land adjacent to Green Belt, MOL and SLOL and utility infrastructure.	Support noted.
119	0028	256	OS2A	Thames Water	Support proposed modification (paragraph 8.12d) in relation to Significant Local Open Land and utility infrastructure	Support noted.
111	0226	266	OS1B / paragraph 8.10g	Greater London Authority	The Inspector's recommendation is contrary to PPG2 which states that " <i>Green Belt policies in development plans should ensure that any planning applications for inappropriate development would not be in accord with the plan</i> ". Any inappropriate development within Green Belt or MOL should not be approved unless very special circumstances can be demonstrated.	Partially accepted. The additional paragraph (8.10g) accords with the Inspector's recommendation [8.57]. Paragraph 3.2 of PPG2 states: "Inappropriate development is, by definition, harmful to the Green Belt. It is for the applicant to show why permission should be granted. Very special circumstances to justify inappropriate development will not exist unless the harm by reason of inappropriateness, and any other harm, is clearly outweighed by other considerations. In view of the presumption against inappropriate development, the Secretary of State will attach substantial weight to the harm to the Green Belt when considering any planning application or appeal concerning such development."

MOD REF.	ID NO.	REP NO.	UDP POLICY / PARAGRAPH	CONTACT NAME / ORGANISATION	SUMMARY OF REPRESENTATION AND SUGGESTED CHANGE	COUNCIL'S RESPONSE AND REASONS
						<p>Paragraph 3.12 of PPG2 states: “The statutory definition of development includes engineering and other operations, and the making of any material change in the use of land. The carrying out of such operations and the making of material changes in the use of land are inappropriate development unless they maintain openness and do not conflict with the purposes of including land in the Green Belt.”</p> <p>Therefore, a minor change is required to paragraph 8.10g for clarification to refer to PPG2 –</p> <p>When assessing development proposals on MOL, the operational needs of utility companies should be taken into account. In particular cases, the essential need for new infrastructure may override the need to protect the open character of the MOL. <u>Such development may be treated as very special circumstances in accordance with paragraphs 3.2 and 3.12 of PPG2.</u></p> <p>This change is also required to paragraph 8.10b in relation to Green Belt.:</p> <p>When assessing development proposals on Green Belt, the operational needs of utility companies should be taken into account. In</p>

MOD REF.	ID NO.	REP NO.	UDP POLICY / PARAGRAPH	CONTACT NAME / ORGANISATION	SUMMARY OF REPRESENTATION AND SUGGESTED CHANGE	COUNCIL'S RESPONSE AND REASONS
						particular cases, the essential need for new infrastructure may override the need to protect the open character of the Green Belt. <u>Such development may be treated as very special circumstances in accordance with paragraphs 3.2 and 3.12 of PPG2.</u> Green Belt in the borough is identified on the Proposals Map and in Schedule 9.
113	0195	290	OS1A	GOL	Support the modified policy OS1A as it fully incorporates the Inspector's recommendation.	Support noted. No change
115	0195	291	OS1B	GOL	Support the modified policy OS1B as it fully incorporates the Inspector's recommendation.	Support noted. No change.

CREATIVE LEISURE AND TOURISM

MOD REF.	ID NO.	REP NO.	UDP POLICY / PARAGRAPH	CONTACT NAME / ORGANISATION	SUMMARY OF REPRESENTATION AND SUGGESTED CHANGE	COUNCIL'S RESPONSE AND REASONS
151	0195	292	CCT1	Government Office for London	Support modification as new paragraph now accords with PPS6 and it states the correct application of the sequential test.	Support noted.

COMMUNITY WELLBEING

MOD REF.	ID NO.	REP NO.	UDP POLICY / PARAGRAPH	CONTACT NAME / ORGANISATION	SUMMARY OF REPRESENTATION AND SUGGESTED CHANGE	COUNCIL'S RESPONSE AND REASONS
157	0194	240	CW2	CgMs for Metropolitan Police Association	<p>The reference to specific community facilities such as schools and healthcare in paragraph 10.2 is not wholly consistent with criterion b) of policy UD10 in respect of securing section 106 funds.</p> <p><u>Suggested change:</u> Add 'the emergency services' into paragraph 10.2 to read: "Where development increases the demand for community facilities, such as schools, childcare, <u>the emergency services</u>, and healthcare, the Council will seek to ensure that local facilities and services are able to absorb the additional demand and it will negotiate, where appropriate, a Section 106 agreement to secure the provision of additional facilities and services (see Policy UD10)."</p>	<p>Decision Not accepted.</p> <p>Reason The Council modified criterion b) of Policy UD10 to add "emergency services" to a list of impacts that might arise as a result of development for which a planning obligation could be negotiated. Community facilities was already included in the list.</p> <p>Therefore, criterion b) makes it clear that emergency services are different to community facilities. Paragraph 10.1 of the Community Well-Being chapter defines community facilities as schools, higher education facilities, health centres, childcare providers, places of worship and community halls. It does not include emergency services.</p> <p>Therefore, the suggested change is inappropriate and unnecessary.</p> <p>No change.</p>
	0195	273	CW1	GOL	Support the revised deposit change to criterion a) of Policy CW1.	Support noted.

CONSERVATION

MOD REF.	ID NO.	REP NO.	UDP POLICY / PARAGRAPH	CONTACT NAME / ORGANISATION	SUMMARY OF REPRESENTATION AND SUGGESTED CHANGE	COUNCIL'S RESPONSE AND REASONS
165	0149	200	CSV3b	Muswell Hill Conservation Area Advisory Committee	<p>This policy has no basis in PPG15 or any other conservation legislation. There is no provision for community aspects to be taken into account when considering applications for either demolition or alterations to buildings in Conservation Areas.</p> <p><u>Suggested change</u> First sentence of the paragraph should be deleted and the third sentence added to the preceding paragraph, "The Council will seek to protect buildings within Conservation Areas..."</p>	<p>Decision Not accepted.</p> <p>Reasons PPG15 clearly states in paragraph 4.27 that "...proposals to demolish such buildings should be assessed against the same broad criteria as proposals to demolish listed buildings" (paragraph 3.16-3.19). As such, the criteria applied to listed buildings are also applicable to buildings in conservation areas. This criteria permits demolition or substantially demolition in very exceptional circumstances if efforts to preserve the building's condition and use have failed. The council recognises that it has not made the issue of exceptional circumstances explicit in the wording of the policy. On that basis the policy will be amended to reflect this in accordance with PPG15.</p> <p>Therefore, a minor clarification is required. Amend the second paragraph of Policy CSV3B to read as follows:</p> <p>In some <u>exceptional</u> cases, if substantial community benefit would result from development, total or substantial demolition or alteration of buildings in Conservation Areas <u>the Council may consider this to be acceptable</u>. Each case will be judged</p>

MOD REF.	ID NO.	REP NO.	UDP POLICY / PARAGRAPH	CONTACT NAME / ORGANISATION	SUMMARY OF REPRESENTATION AND SUGGESTED CHANGE	COUNCIL'S RESPONSE AND REASONS
						<u>individually on its merits and weighed against arguments in favour of a building's preservation.</u> Further information is available in the Conservation and Archaeology SPG2.
162/164	0161	215	CSV2a	Avenue Gardens Residents Association	<p>The proposed CSV2a does not include the recommended change CSV2f as requested by the Inspector.</p> <p><u>Suggested change</u> Reword CSV2a to read: "The Council will require that alterations or extensions to listed buildings:</p> <ul style="list-style-type: none"> a) are necessary and are not detrimental to the architectural and historical integrity and detailing of a listed building's interior and exterior; b) relate sensitively to the original building; c) do not adversely affect the setting of a listed building and d) are subject to listed building consent, where the character of the building is affected." 	<p>Decision Not accepted.</p> <p>Reasons The Inspector recommended in paragraph 11.85 of his report that Policy CSV5 'Applications for Sites in Conservation Areas and Applications Affecting Listed Buildings should be deleted and that its main messages regarding development control administration be introduced into the reasoned justification of policies CSV1A and CSV1B. The Council agreed with the recommendation.</p> <p>In relation to applications affecting listed buildings, the Council modified paragraph 11.9f by adding a sentence to read:</p> <p>"As such, for development affecting the setting of a listed building, an application for listed building consent should provide full information."</p> <p>Therefore, the suggested change (criterion d) is unnecessary and would conflict with the Inspector's recommendation.</p>

MOD REF.	ID NO.	REP NO.	UDP POLICY / PARAGRAPH	CONTACT NAME / ORGANISATION	SUMMARY OF REPRESENTATION AND SUGGESTED CHANGE	COUNCIL'S RESPONSE AND REASONS
						No change.
162/164	0161	216	CSV2b	Avenue Gardens Residents Association	<p>The proposed modification to CSV2B is not in accordance with Section 16/11/71 of the Planning (Listed Buildings and Conservation Areas) Act 1990.</p> <p>The change to Objective 20, paragraph 3.12b and paragraph 11.3 is not well founded as well as not being considered by the Inspector.</p> <p><u>Suggested change:</u> CSV2b criterion a) should read: "preserve and enhance the character of the Conservation Area".</p> <p>To be consistent, the original 'preserve and enhance' of objective 20, paragraph 3.12b and paragraph 11.3 key objectives, bullet point 2 are restored.</p>	<p>Decision Not accepted.</p> <p>Reasons The modification to criterion a) of Policy CSV2b was made in accordance with the Inspector's recommendation [11.56]. As a consequence, Objective 20 and paragraph 11.3 was modified accordingly.</p> <p>Under Section 72 of the Planning (Listed Buildings and Conservations Areas) Act 1990 there is a statutory duty to preserve or enhance the character or appearance of a conservation area. This is supported by case law.</p> <p>No change</p>
201	0318	252	Table 11.1	Hornsey Historical Society	<p>Object to the deletion of Hornsey Gas Works and the boundary wall at the rear of Wood Green Common. No evidence given to the Inspector to refute the assertion that the artefacts were not of importance.</p> <p><u>Suggested change</u> The reinstatement of both these items on Table 11.1.</p>	<p>Decision Not accepted.</p> <p>Reasons The modification to Table 11.1 was made in accordance with the Inspector's recommendation [11.31]. The Council agreed with the recommendation.</p> <p>The Inspector considered the objections and evidence in support of deletion in paragraphs 11.28 and 11.29 of his report.</p>

MOD REF.	ID NO.	REP NO.	UDP POLICY / PARAGRAPH	CONTACT NAME / ORGANISATION	SUMMARY OF REPRESENTATION AND SUGGESTED CHANGE	COUNCIL'S RESPONSE AND REASONS
						No change.
201	0493	251	Table 11.1	Alexandra Park & Palace Conservation Area Advisory Committee	<p>Object to the deletion of Hornsey Gas Works. The gasholder's guide-frame should be protected.</p> <p><u>Suggested change</u> The proposed modification to delete Hornsey Gas Works from Table 11.1 should be withdrawn and the existing reference left in place.</p>	<p>Decision Not accepted.</p> <p>Reasons The modification to Table 11.1 was made in accordance with the Inspector's recommendation [11.31]. The Council agreed with the recommendation.</p> <p>The Inspector considered the objections and evidence in support of deletion in paragraphs 11.28 and 11.29 of his report.</p> <p>No change.</p>
162	0494	232	CSV1c	Greater London Industrial Archaeological Society (GLIAS)	<p>The Council did not consult GLIAS over the deletion of Hornsey Gasworks from Table 11.1. The guide frame contributes positively to views from the railway and Alexandra Park.</p> <p><u>Suggested change</u> Reinstate as individual site to read: "Hornsey Gasholder No. 1: Of 1892, with very fine early example of Cutler's Patent helically girdered guide frame. It represents a new approach to the technical design of such structures.</p> <p>Change address to Clarendon Road, N8 and Western Road, N22.</p>	<p>Decision Not accepted.</p> <p>Reasons The modification to Table 11.1 was made in accordance with the Inspector's recommendation [11.31]. The Council agreed with the recommendation.</p> <p>The Inspector considered the objections and evidence in support of deletion in paragraphs 11.28 and 11.29 of his report.</p> <p>No change.</p>
164	0195	281	CSV2	Government Office for London	Support modification to paragraph 11.12	Support noted. No change

MOD REF.	ID NO.	REP NO.	UDP POLICY / PARAGRAPH	CONTACT NAME / ORGANISATION	SUMMARY OF REPRESENTATION AND SUGGESTED CHANGE	COUNCIL'S RESPONSE AND REASONS
165	0195	282	CSV3	Government Office for London	Support new Policy CSV3A	Support noted. No change
162	0195	293	CSV1C	Government Office for London	Support modification to Policy CSV1C	Support noted. No change

IMPLEMENTATION MONITORING AND REVIEW

MOD REF.	ID NO.	REP NO.	UDP POLICY / PARAGRAPH	CONTACT NAME / ORGANISATION	SUMMARY OF REPRESENTATION AND SUGGESTED CHANGE	COUNCIL'S RESPONSE AND REASONS
174	0195	294	IMR4	GOL	Support modification to IMR4.	Support noted. No change

Agenda item:

The Executive**On 13th June 2006****Report Title:**

Executive Response to Scrutiny Review of Street Sweeping and Cleanliness

Report of: Andrew Travers, Director of Environmental Services**Wards(s) affected:** All**Report for:** Key decision**1. Purpose**

- 1.1 To set out the Executive's response to the report of the Scrutiny Review of Street Sweeping and Cleanliness.

2. Introduction by Executive Member

- 2.1 As well as reaping the common benefits of a cleaner borough, Haringey Council is legally obliged, as a Principal Litter Authority under the Environmental Protection Act (1990), to keep certain areas, including public highways, housing land, parks, and open spaces, reasonably clear of litter and refuse.
- 2.2 This report is brought to the Executive to note the recommendations made during the Scrutiny Review of Street Sweeping and Cleanliness and agree the responses outlined so as to allow them to be incorporated into the Streetscene service's plan for 2007/08.

3. Recommendations

- 3.1 That the Executive agree the response.
- 3.2 That the Executive agrees that the agreed recommendations are incorporated within the Streetscene Business Plan for 2007/08 and that progress is reported regularly to the Environment Scrutiny Panel.

Report Authorised by: Andrew Travers, Interim Director of Environmental Services

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4. Executive Summary

4.1 The Executive welcomes the report of the Scrutiny Review of Street Sweeping and Cleanliness.

4.2 The Scrutiny Review Panel concentrated on the following issues:

- The arrangements and methodologies in place for client-side monitoring of the performance of street sweeping services.
- The strategies currently in place for delivering street cleaning services, how they contribute towards achieving cleanliness targets, and how they need to change to meet the challenge of BVPI 199 and CPA upper and lower thresholds.
- The targeted strategies for litter prevention and enforcement in different parts of the borough, and for different kinds of litter, eg takeaway refuse, cigarettes, flyposting, leaves etc.
- The anti-litter and street cleanliness campaigns in the borough provided locally through Better Haringey and nationally by ENCAMS.

4.3 A range of recommendations were made for these issues and this report details the Executive response.

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

5.1 Not applicable.

6. Local Government (Access to Information) Act 1985

Environmental Protection Act, 1990
 Code of Practice on Litter and Refuse
 DEFRA BVPI 199 Guidance Manual
 Integrated waste Management and Transport Contract
 Audit Commission, Technical Guide to CPA 2005

7. Background

7.1 Haringey Council is a Principal Litter Authority and as such has a duty under the Environmental Protection Act, 1990 (EPA) to keep relevant land for which it is responsible clear of litter and refuse. Relevant land includes public highways, housing land and parks and open spaces.

7.2 For public highways and housing land the duty is undertaken through the Integrated Waste Management and Transport Contract (IWMT contract). The IWMT contract was awarded to Haringey Accord Ltd in December 2001 for a term of 8 years, with the option of a 7-year extension. The Waste Management Service is the client for the IWMT contract. Since the contract was awarded, there has been a major change in the criteria used to determine how well Litter Authorities are performing in keeping their land clean.

- 7.3 The IWMT contract has performance measures based on the Code of Practice for Litter and Refuse. The new performance measure for cleanliness is Best Value Performance Indicator 199. The difference between these measures is that the Code is based only litter levels, whereas BVPI 199 is based on both litter and detritus levels (detritus being grit, sand, dirt, etc). The new performance measure requires completion of work to a higher level of cleanliness and this provides Litter Authorities with greater challenges.
- 7.4 It is important for the council to achieve good BVPI 199 scores because this one of the measures used to determine the council's CPA rating.

8. Description

8.1 Response to the recommendations:

In total there are 12 recommendations. Most of the recommendations relate to the provision of services by the Waste Management Service. Several relate to other services, namely the Enforcement Service and Better Haringey. The responses to the recommendations are detailed in the table attached to this report as Appendix 1. Those responses that have been provided by the Enforcement Service and Better Haringey are referenced as such and are in italicised lettering.

9. Consultation

- 9.1 The Scrutiny Panel called in an expert witness from ENCAMS, formerly the Tidy Britain Group, to provide an external challenge to the review.
- 9.2 Where the agreed recommendations involve changes to service delivery, consultation will be conducted as appropriate.

10. Summary and Conclusions

- 10.1 This review has highlighted the challenge faced by the council in providing an environment which is not only clean in the eyes of residents, but is also clean enough to meet BVPI 199 standards and exceed CPA lower and upper thresholds to maintain and improve the council's overall CPA rating.
- 10.2 This review has reinforced the need for cross-service co-operation to improve cleanliness standards. It is not sufficient to expect that the street sweeping service provider alone can deliver high standards of cleanliness. Exercising enforcement powers and having comprehensive litter prevention campaigns will have an important part to play in improving cleanliness levels.
- 10.3 The quality and design of the street scene infrastructure has a direct impact on the level of cleanliness which can be achieved. Uneven paving and poorly designed surfaces can be difficult to clean. Working with the Highways Service to achieve good quality, well designed infrastructure, will contribute towards better cleanliness.

- 10.4 The implementation of the recommendations in this report will contribute towards a cleaner borough and ensure that the standards of cleanliness achieved will meet BVPI 199 requirements and CPA thresholds. It should be recognised that in order to reach top quartile performance for standards of cleanliness, it is likely that additional expenditure will be required both in terms of infrastructure improvements and in terms of front-line service provision.

11. Recommendations

- 11.1 The Executive is asked to consider and endorse the response to the Scrutiny Review.
- 11.2 The Executive requires progress against all of the agreed actions to be reported back to the Environment Scrutiny Panel at agreed intervals.

12. Comments of Head of Legal Services

- 12.1 The Head of Legal Services has been consulted, supports the recommendations and comments that the provisions of Part 3 of Clean Neighbourhoods and Environment Act relating to litter and refuse have now come into force. While the report's recommendations have resource implications, some targeted hot spot enforcement and publicity relating to the new powers will assist in achieving the objectives.

13. Comments of Director of Finance

- 13.1 A number of the recommendations made by the Scrutiny Review Panel have financial implications for the Council for which there is currently no budget provision. Therefore, although the recommendations can be agreed in principle, those giving rise to additional costs cannot be implemented until funding has been clearly identified and approved by members. This is particularly the case for recommendations 2, 5, 6, 9 and 12. Bids for additional resources in respect of these proposals may be made as part of the Council's budget process for 2007/08 to 2009/10. Resources required to implement recommendation 2 could be quite significant and these measures may need to be phased in over several years. If bids are successful the new measures can start to be brought in from 2007/08.
- 13.2 Proposals contained within recommendations 1, 3, 4, 7, 8, 10 and 11 can be progressed within existing approved budgets for waste management and transport.

14. Equalities Implications

- 14.1 The implementation of the recommendations in this report will ensure that residents in all different parts of the borough benefit from good standards of cleanliness.

Appendix 1

Table of Responses, Scrutiny Review of Street Sweeping and Cleanliness

Recommendation	Response	Commentary
<p>1. That the contract specifications for the new Waste Management Contract be identified.</p>	<p>Agreed.</p>	<p>The current contract is set up to deliver cleanliness standards based on the Code of Practice for Litter and Refuse. In simple terms this Code requires maintaining cleanliness standards based on four levels of cleanliness - for litter only - and on three different land classifications.</p> <p>This code has now been superseded by new criteria for measuring cleanliness. The new criteria used to determine the level of cleanliness achieved by Local Authorities is based on seven levels of cleanliness - for litter, detritus, flyposting, graffiti and flytipping - and on nine different land use classifications. This is the new BVPI 199 a, b, c and d and it is much more challenging for Local Authorities than the previous Code of Practice.</p> <p>The current Integrated Waste Management & Transport contract is due to expire in 2009. The council will need to ensure that the specifications and performance targets laid down in any contract or contracts which succeed the current contract, meet the requirements of BVPI 199 a, b, c and d.</p>
<p>2. That the Scrutiny Panel supports additional future investment for:</p> <ul style="list-style-type: none"> • A dedicated detritus removal team. 	<p>Agreed in principle.</p>	<p>Provision of these services will contribute to better BVPI 199 a, scores and towards meeting and exceeding lower and upper CPA thresholds. External funding for a dedicated</p>

<ul style="list-style-type: none"> • A Saturday night refuse collection and street sweeping service • Borough-wide timed collections on main roads • A review of the framework for the frequency of street sweeping based upon need across the borough. 		<p>debris removal team and a Saturday night refuse collection and sweeping service has been secured for 2006/07. The Council will negotiate with Accord to introduce more timed collections on main roads at no additional cost to the Council.</p> <p>In order to deliver value for money services it is critical that resources are dedicated to where they are needed the most. It is also important that resources are not wasted by specifying sweeping arrangements that go beyond what is necessary to achieve required cleanliness and residents' satisfaction standards. A review of the framework for the frequency of street sweeping will ensure that resources are targeted to greatest effect.</p> <p><i>The Enforcement Service supports timed collections because they increase the effectiveness of enforcement services with regard to waste management enforcement and littering throughout the borough. Where timed collections have already been introduced in the Borough enforcement activity has been more effective and transparent.</i></p>
<p>3. That a Training Programme be agreed with the contractor for street cleaning operatives to ensure that the contractor is able to provide the appropriate quality standard of service.</p>	<p>Agreed.</p>	<p>The service provider will be asked to provide full details of the Training Programme for street cleansing operatives. This will be examined to ensure that it contains sufficient instructions for operatives to understand and carry out work to the standards required by the council. The Training Programme needs to be sufficiently robust to ensure that operatives who cannot read and/or speak English are able to understand the requirements of the work and the associated Health and Safety issues to be faced. It also needs to be robust enough to</p>

		ensure that new operatives who are unfamiliar with the borough have clear and understandable instructions about where they are required to carry out their duties.
4. That the Waste Management Service seeks to negotiate with the contractor (Haringey Accord Ltd) to develop performance indicators and targets based on CPA requirements, customer satisfaction and the Best Value Performance Indicator 199.	Agreed in principle.	<p>The Waste Management Service will negotiate with Accord to seek to secure revised contractual performance targets based in top quartile performance for BVPI 199 a along with customer satisfaction levels that will maintain and improve the council's CPA rating.</p> <p>It is possible that the introduction of new targets will have cost implications for the Council as Accord may argue that more on-street service provision is required to meet the new targets.</p>
5. That Haringey Council Executive set a target to achieve top quartile performance of local authorities by 2009	Agreed in principle.	<p>This recommendation relates to improvements that the council should seek to achieve under the existing contract until 2009. As such the performance targets set will be based on BVPI 199 a, for litter and detritus, relative to other local authorities which are similar to Haringey.</p> <p>Setting a target to achieve top quartile performance means that the council will not only have to improve cleanliness standards but, because cleanliness standards are improving generally, Haringey's improvement needs to be faster than other boroughs. This will be a particularly challenging target to meet. It should be recognised that in order to achieve this target additional expenditure will be required. No additional mainstream funding is available this year. We will identify the additional costs for working towards achieving this target as</p>

		part of the Pre-Business Plan Review for 2007/08.
6. That Haringey Council, in partnership with the Arms Length Management Organisation responsible for the management of housing estates in Haringey, review the level of monitoring required improving street cleanliness on housing estates.	Agreed in principle.	<p>The current arrangement is for one monitoring officer to carry out inspections on Housing Land borough-wide. Increasing the number of monitoring officers to two would provide more opportunities to identify locations where cleanliness standards are not being met on Housing Land and for action to be taken to rectify this. In addition, monitoring officers play a key role in identifying ways to improve the delivery of all waste management services on Housing Land.</p> <p>There are cost implications for Homes for Haringey and these will need to be resolved for this recommendation to be implemented.</p>
7. That Haringey Council sustain and increase the level of litter enforcement.	Agreed.	<p><i>The Enforcement Service has created the new Street Enforcement Service which is authorised to deal with littering issues throughout the borough.</i></p> <p><i>Seven Street Enforcement Officers have been designated to assembly areas as a specific point of contact to their counterparts in the Waste Management Service, Neighbourhood Management Teams and Police Safer Neighbourhood Teams.</i></p> <p><i>Street Enforcement Officers carry out littering enforcement work through proactive patrols of their area and intelligence passed to them by Waste Management, the Council's preferred contractor and other partners such as</i></p>

		<p><i>Neighbourhood Management.</i></p> <p><i>At present the Street Enforcement Team in partnership with Waste Management have worked towards reducing litter and waste that is placed on the Public Highway. Currently Fixed Penalty Notices and prosecution using the Environmental Protection Act 1990 are used for this work. In April 2006 the Cleaner Neighbourhoods and Environment Act 2005 comes into force giving enforcement service new powers and the use of more fixed penalty notices when dealing with waste and littering issues. Use of these new powers and sustained establishment of the Street Enforcement Team will maintain and increase the level of litter enforcement carried out in the Borough.</i></p>
<p>8. That a system is developed to identify and target littering “hotspots” to target the worst hit areas of the borough.</p>	<p>Agreed.</p>	<p>The Waste Management Service has been responding to the need to target resources at littering ‘hotspots’. This can be seen by the way in which the main roads in the borough have been zoned in the Integrated Waste Management and Transport Contract. High pedestrian volume locations have the highest street cleansing specification requirement under the contract, which means they are swept more often than other locations. In addition, new litter bin installations have been targeted at these locations and monitoring of street cleansing standards by the Council’s own Monitoring Team is targeted towards locations that tend to suffer the most from litter.</p> <p>Nevertheless, a comprehensive mapping exercise has not been undertaken previously. Such an exercise should not be</p>

		<p>limited to identifying locations, it should also identify times of day and days of the week. For example, littering is sometimes a problem around schools after the end of the school day.</p> <p><i>The Enforcement Service supports the mapping of littering hotspots. It will be very helpful in directing resources to be effective in reducing litter levels on the streets of Haringey. The mapping hotspot system will be a data analysis tool by which Enforcement and Waste Management can carry out joint operations. Both services' resources will be used intelligently and cost effectively to achieve good value for money in dealing with littering in hotspot areas.</i></p>
9. That a Street Cleanliness Action Plan be developed to steer the delivery of strategies to deal with different kinds of identified litter problems.	Agreed.	<p>The Waste Management Service has been taking action to deal with different kinds of identified litter problems. However, a formal Action Plan will provide a clear set of actions that will ensure there is a comprehensive and consistent approach to these problems, wherever they occur in the borough.</p> <p>It should be recognised that in providing the full range of responses that may be identified in the Action Plan to deal with different kinds of identified litter problems such as chewing gum, additional expenditure may be required. Nevertheless, where additional expenditure is not required, the Action Plan will be used to ensure that full value for money is achieved from existing resources.</p>
10. That a Civic Pride campaign should highlight the measures been taken to	Agreed.	<i>Civic Pride is promoted through the Better Haringey campaign. The current criteria for Better Haringey projects are</i>

<p>improve the cleanliness of Haringey's streets. It should also inform residents on how to access services and to report problems.</p>		<p><i>that they must either improve the built or natural environment and that any associated activities must encourage civic pride. Projects carried out under the Better Haringey project are robust enough to show real improvements and this is communicated to residents through news media, information leaflets, Haringey People and key events such as the annual Better Haringey awards.</i></p> <p><i>Information is already provided to residents on how to access our services and report problems via the Better Haringey 'On the Street' guide, which was circulated to every household with the March 2006 edition of Haringey People. This publication is also available from our principal public buildings such as the Customer Service Centres and Libraries.</i></p>
<p>11. That a targeted Street Cleanliness publicity campaign be developed, in line with Better Haringey publicity and using appropriate advice and resources from ENCAMS.</p>	<p>Agreed.</p>	<p><i>The Executive welcomes the support of the panel in recognising the success of the Better Haringey communications strategy, which backs up real visible improvements on the street. The current criteria for Better Haringey projects are that they must either improve the built or natural environment and that any associated activities encourage civic pride. The Better Haringey brand is now recognised by 94% of residents, performance is up and the change is widely recognised by our residents.</i></p> <p><i>Better Haringey regularly engages with all sections of the community on street cleanliness, including local businesses, partners, schools, residents and community groups. This is illustrated by the recent month long Clean Sweep campaign, focussing on cleaning up the busy Wood Green High Road</i></p>

		<p><i>and Green Lanes corridor. This engages the local community in innovative education activities, awareness raising events, high profile litter picks and 'grot spot' clean ups.</i></p> <p><i>Publicity already targets specific groups, such as young people and community groups, for example during the recent radio adverts on Kiss FM and on local Turkish radio, which focussed on reducing dumping and littering. However, it is recognised that it is important to continue to target hard to reach groups. ENCAMS would provide a useful vehicle for additional support and advice, and use of their existing literature can be explored. However, careful consideration will be required to ensure that the strong 'Better Haringey' brand recognition is not weakened. It is suggested that these issues be taken forward by the Better Haringey Steering Group as part of their wider review of the Better Haringey work programme.</i></p> <p><i>Better Haringey would not be the success it is, without the strong partnership with our local community. This is recognised annually through the Better Haringey Awards, which celebrate the achievements of the campaign and recognise outstanding contributions by businesses, schools, residents, community groups and Council staff.</i></p>
<p>12. That the presentation and image of street cleaning staff and equipment be easily identifiable with Haringey Council's Better Haringey Campaign.</p>	<p>Agreed in principle.</p>	<p>A number of street sweeping barrows with Better Haringey branding have already been introduced on high road sweeping beats in the borough. It would enhance the image of the council for all street sweeping equipment and operative's high visibility clothing to be branded with the Better Haringey logo.</p>

		<p>This is an important consideration given the council's need to improve its residents' survey rating for satisfaction with street cleanliness, which feeds into the CPA scoring system.</p> <p>However, there would be expenditure implications in carrying through this recommendation other than by doing so piece-meal on a new for old basis. Consideration would have to be given to the shelf-life of the Better Haringey Campaign.</p>
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Agenda item:

The Executive on 13th June 2006

Report Title: Executive Response to the report of the Scrutiny Review of Intermediate Care Services.

Report of: Director of Social Services

Wards(s) affected: All

Report for: Key decision

1. Purpose

1.1 To propose the Executive's response to the report of the Scrutiny Review of Intermediate Care Services (attached as Appendix 2).

2. Introduction by Executive Member

2.1 Scrutiny has produced a report with helpful recommendations and the Executive Member is pleased to accept many of these.

3. Recommendations

3.1 That the Executive agree the proposed response.

Report Authorised by:

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4. Executive Summary

4.1 The Scrutiny Review of Intermediate care is overall a positive response to the scrutiny of the many services which comprise intermediate care. The full report is attached as Appendix 2. The review makes twelve recommendations which are summarised in Appendix 1.

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

6 Local Government (Access to Information) Act 1985

7. Background

- 7.1 Intermediate Care is a key feature of national and local planning to help people to live independently at home. It aims to provide time limited intensive interventions such as home care or physiotherapy to maximise independence, avoid admission to hospital or enable early discharge, or to prevent inappropriate admission into long term care.
- 7.2 Haringey Council along with Haringey TPCT provides a range of services within the borough working alongside colleagues from local general hospitals and, to a lesser extent, Barnet Enfield and Haringey Mental Health Trust as well as a range of initiatives within the community and independent sector.
- 7.3 The range of services available in the borough has developed over a number of years within respective organisations. At present staff and services are only accountable to their employing organisation.
- 7.4 Within Haringey, staff from all agencies have worked closely to ensure that the levels of delayed transfers of care from acute hospitals have been low. Investment in services via two pooled budgets under s31 of the Health Act (1999) has helped maintain good performance in this area.
- 7.5 Although historically good at minimising delayed discharges, services in Haringey have not been very good at admission avoidance. Investment via the pooled budgets in the last year has gone into seeking to realign services to support this, but there is work to be done in this area.

8. Description

8.1 In total the Scrutiny Panel made twelve recommendations (see Appendix 1).

9. Consultation

9.1 The Scrutiny Panel sought the views of a range of stakeholders from within the council, the NHS locally and community groups and service users.

Many of the recommendations made have already been discussed with stakeholders and this consultation will continue as any changes to policy and service delivery are made.

10. Summary and Conclusions

10.1 The Overview and Scrutiny Review involved the examination of the Intermediate Care services provided across Haringey by the council and NHS in collaboration with partners. As can be seen in Appendix 1, many recommendations are straightforward and some already in hand. However, Members will wish to take a view on other recommendations which have resource implications

11. Recommendations

11.1 The Executive is asked to consider and endorse the response to the Overview and Scrutiny Review.

12. Comments of the Head of Legal Services

12.1 This report has no specific legal implications.

13. Comments of the Director of Finance

13.1 The financial implications are as set out in the appendix and whilst some recommendations can be taken forward within existing resources, others have been agreed in principle and are subject to the required resources being made available through respective business planning processes.

14. Equality Implications

14.1 By the nature of the need for intermediate care, most of the users of this service are some of the most vulnerable and excluded residents of the borough. Improving this service will help ensure that people are enabled to have more control over their care and reduce the risks to their loss of independence.

Scrutiny Review of Intermediate Care Services – Appendix 1

RECOMMENDATION	PROPOSED RESPONSE	Financial Implications	COMMENTARY
1. That a 5 year Strategic Plan be developed for Intermediate Care.	Agreed	None	Work on this has begun with input from all stakeholders. A first draft to be completed by August 2006.
2. That a single point of access to Intermediate Care be developed.	Agreed in principle	None	Current access arrangements for most community based services are via the Intermediate Care Team at Stuart Crescent.
3. That provision be made for an Intermediate Care Co-ordinator, jointly funded and accountable across health and social care for the delivery of an integrated service, ideally with a pooled budget for the whole service.	Agreed	None in 06/07 or 07/08. Following this investment would need to be sought via the LBH & HTPCT business planning processes or realigning of existing budgets. Cost approx. £45k	Funding has been identified for the post from the s31 Pooled Budget funded by Delayed Discharge grant & HTPCT. Joint accountability and pooling budgets for delivery of IC services across the borough is being explored with HTPCT.
4. That a whole systems approach to joint workforce planning be adopted. Teams should work towards being multi-disciplinary to include therapy, nursing	Agreed	None	This is agreed in principle but can only be fully realised once the strategy for Intermediate Care has been fully developed and agreed. A review of the

and social services staff working within a rehabilitation focus. The management structures should be reviewed to ensure that the service is able to work in more integrated ways.			management structures has been initiated already but was delayed pending this review. Only once the strategy has been agreed the detailed structures and skill mix needed will be identified and then developed. There may be some delays in implementing the appropriate skill mix if additional resources are needed.
5. That partners work together to ensure the complete implementation of the single assessment process.	Agreed	None	Training to better embed the Single Assessment Process is scheduled. Common tools are in use across disciplines though there are still some “cultural changes” that need to happen for best utilisation of SAP for service user benefit.
6. That the eligibility criteria be reviewed to enable Intermediate Care to become more person centred rather than service driven. In particular consideration should be given to the requirement of people with the more complex needs profiles and also those under 50 years of age who currently are not included within service criteria at all.	Agreed	None	The new strategy will aim to provide Intermediate Care for people including a needs analysis of the younger age group.
7. That consideration be given as to how the Intermediate Care Service can be supported in a more formal way by specialist mental health expertise. This would enable appropriate care packages to be developed for older	Partially Agreed	None for LBH	Planning is under way within the Intermediate Care Steering Group to help ensure that staff working in Intermediate Care have the skills to recognise mental health needs and to work with this user group. This has

<p>people with physical needs who additionally have mental health needs. Further consideration should be given to the plans for developing Broadwater Lodge for people with dementia.</p>			<p>already been highlighted as a training need and a programme to meet this need is being developed.</p> <p>Cost pressures preclude formal specialist mental health input into existing services. Equally HTPCT priorities do not extend to the provision of additional services to Broadwater Lodge for people with dementia.</p>
<p>8. That the possibility of Greentrees being used for the provision of step-down facilities be revisited.</p>	<p>Not agreed</p>	<p>None</p>	<p>The use of and the future of this unit are currently being reviewed by HTPCT. LBH have made clear the view of the council about the options available. None of the options suggest use as a step-down facility. It is recommended that the Executive advises the Overview and Scrutiny Committee of this significant change which will have practice implications for Social Services.</p>
<p>9. That the current charging policy be reviewed to ensure fairness of provision across the service.</p>	<p>Agreed in principle</p>	<p>The financial implications of this are as yet unquantified. This recommendation will not be implemented until agreement to meet any financial shortfall is identified via</p>	<p>Discussions are under way to identify the cost pressures that this will have on LBH. The implementation of this may not be complete until such a time as resources to meet the shortfall are made available.</p>

		LBH or HTPCT business planning processes.	
10. That the strategic partner services undertake a process mapping exercise to identify how Service Users currently access Intermediate Care and then redesign the process to ensure a clear pathway approach.	Agreed	None	This work has already begun within the Intermediate Care Steering Group
11. That the service be rebadged as a generic Intermediate Care Service.	Agreed	None	Once the new strategy has been agreed the rebadging of services will take place.
12. That Intermediate Care Services work towards the provision of a 24 hour, 7 day a week access to Intermediate Care and identify a timescale for achieving this goal.	Agreed in principle	The resources needed for this have not been quantified or identified. This recommendation will not be implemented until LBH and HTPCT have secured resources to provide this service.	The need for this is accepted in principle though the resource implications for LBH and HTPCT will be significant. Once the single point of access has been identified resources to enable services to function 24/7 will be calculated and then appropriate bids for these resources made

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Scrutiny Services

Report of the Scrutiny Review of Intermediate Care Services

February 2006

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CHAIR'S FOREWARD

Intermediate Care Services in Haringey are a good example of positive collaborative working across the NHS trusts, the Council and the voluntary sector. The vision for the service is a joint one, and Intermediate Care is provided through a range of specialist services run by different partner agencies.

The Review was particularly timely, running in tandem with Social Services own internal review, examining structures and working practices. It is hoped that the recommendations from our Scrutiny Panel will feed into the internal review. It also coincides with more emphasis being placed nationally on promoting independence and well being for older people and on providing support for them to live at home, or in community settings as far as possible, rather than in residential settings.

The Panel were very impressed with the tremendous improvements that had been made since the inception of Intermediate Care Service six years ago. More flexible support is being provided by social care and health teams, the community-based specialist equipment service, and increased home care packages and support. Services are working well towards promoting person centred care, joined up services and further developing the single assessment process for clients.

I believe that the Panel have made a set of recommendations that will further improve a good service and the quality of life for older people in Haringey.

I would like to thank my colleagues Councillor Adamou and Councillor Hoban who contributed their time and ideas. I very much enjoyed working with them and believe that this report is the result of team working. Also I would like to thank Jan Allwood, our external adviser who provided valuable professional advice and guidance to the Panel, and Carolyn Banks our scrutiny officer. Additionally I want to thank the staff from the NHS Primary Care and Hospital Trusts and Social Services and the voluntary sector who gave us their valuable time to provide evidence to the review and to host our very informative visits. The Panel was very impressed with the commitment and dedication of all staff that they met.

I commend the Panel's report and its recommendation to the Overview and Scrutiny Committee and the Executive.

Councillor Jean Brown
Chair – Intermediate Care Scrutiny Review

1. EXECUTIVE SUMMARY

- 1.1 This Executive summary outlines the work undertaken by the Panel during the course of the review and highlights the recommendations for improvement to Services.
- 1.2 The Panel's aim was to review the current arrangements by the Council and its partners for service users and carers within the Borough, in the light of the National Service Framework for Older People and the DOH guidance- Intermediate Care: Moving Forward In particular the Panel was to focus on issues relating to meeting local needs, value for money and funding levels and to make recommendations on the potential for improvement.
- 1.3 During the course of the review the Panel:-
 - Met with Social Services and PCT Service Managers
 - Met with Heads of teams involved with Intermediate Care
 - Visited the North Middlesex Hospital and interviewed the Discharge Co-ordinator, a Consultant responsible for Older Peoples Care, the First Response team and Therapists
 - Visited the Home Care Service, Rapid Response , Night service, Area and Enabling Teams
 - Met with Voluntary Sector representatives involved in service provision and who represented Carers
 - Visited and interviewed Users of the Service
- 1.5 The Panel were impressed by the commitment and enthusiasm of the teams. They saw many examples of good working practice and any recommendations should be seen in a constructive rather than critical light, designed to add value to an already good service.

KEY FINDINGS

- ❖ **Committed and dedicated staff in all teams with a positive attitude to their work.**
- ❖ **Hospital discharge processes are generally good but more focus is needed on prevention of hospital admission.**
- ❖ **There is positive joint working in some areas but strategic planning is not sufficiently co-ordinated and there is a lack of integrated management and corporate identity.**
- ❖ **There is still no single point of access to Intermediate Care Services which sometimes leads to a duplication of referral or assessment and a lack of trust between teams. Communication between services has the potential to be improved.**
- ❖ **The Single Assessment Process is beginning to embed but there is a need for more joint training. Teams should be more multi- skilled.**
- ❖ **Section 31 agreement pooled budgets are being well used.**
- ❖ **The Eligibility Criteria for Intermediate Care are too restrictive in that people under 50 are excluded and the needs of people with mental health problems are not always met.**

Recommendations:

- 1. That a 5 year Strategic Plan be developed for Intermediate Care.**
- 2. That a single point of access to Intermediate Care be developed.**
- 3. That provision be made for an Intermediate Care Co-ordinator, jointly funded and accountable across health and social care for the delivery of an integrated service, ideally with a pooled budget for the whole service.**
- 4. That a whole systems approach to joint workforce planning be adopted. Teams should work towards being multi-disciplinary to include therapy, nursing and social services staff working within a rehabilitation focus. The management structures should be reviewed to ensure that the service is able to work in more integrated ways.**
- 5. That partners work together to ensure the complete implementation of the single assessment process.**

6. That the eligibility criteria be reviewed to enable Intermediate Care to become more person centred rather than service driven. In particular consideration should be given to the requirement of people with the more complex needs profiles and also those under 50 years of age who currently are not included within service criteria at all.
7. That consideration be given as to how the Intermediate Care Service can be supported in a more formal way by specialist mental health expertise. This would enable appropriate care packages to be developed for older people with physical needs who additionally have mental health needs. Further consideration should be given to the plans for developing Broadwater Lodge for people with dementia.
8. That the possibility of Greentrees being used for the provision of step down facilities be revisited.
9. That the current charging policy be reviewed to ensure fairness of provision across the service.
10. That the strategic partner services undertake a process mapping exercise to identify how Service Users currently access Intermediate Care and then redesign the process to ensure a clear pathway approach.
11. That the service be rebadged as a generic Intermediate Care Service.
12. That Intermediate Care Services work towards the provision of a 24 hour, 7 day a week access to Intermediate Care and identify a timescale for achieving this goal.

2. INTRODUCTION

Background

- 2.1 Nationally Intermediate Care is available to all adults, though most who receive it are Older People. Its focus is to ensure there are appropriate services to support people when they leave hospital and to prevent people being admitted to hospital or long term care. Although people will continue to need health and social care services, improvements in disease prevention, careful management of long term conditions, and appropriate treatment and rehabilitation will improve health and independence reducing the need for people to require long term care.
- 2.2 The Panel heard that generally people wished to remain in their homes for rehabilitation or care, but it is important that the necessary packages are in place to support them.
- 2.3 The Department of Health's Public Service Agreement states that it aims to:
 - Improve the quality of life and independence of vulnerable older people by supporting them to live in their own homes where possible, by:
 - Increasing the proportion of older people being supported to live in their own home by 1% annually in 2007 and 2008; and
 - Increasing, by 2008, the proportion of those supported intensively to live at home to 34% of the total of those being supported at home or in residential care.

What is Intermediate Care?

- 2.4 The Intermediate Care Service in Haringey has been in existence for 6 years. From its original inception it has been designed and delivered jointly by London Borough of Haringey (LBH) and Haringey Teaching Primary Care Trust (HTPCT). There is a history of positive joint working in Haringey between the two organisations.
- 2.5 The Department of Health document – “The National Service Framework for Older People”, Standard 3 - Intermediate Care definition states:-

"Older people will have access to a new range of Intermediate Care services at home or in designated care settings, to promote their independence by providing enhanced services from the NHS and councils to prevent unnecessary hospital admissions, and also effective rehabilitation services to enable early discharge from hospital and to prevent premature or unnecessary admission to long term residential care"

- 2.6 Detailed guidance on Intermediate Care came out in 2001 under HSC 2001/01, LAC 2001/01. It placed responsibility on NHS organisations and Local Authorities to plan and develop new Intermediate Care services. The Circular said that to qualify as "Intermediate Care" a service should meet all of the following criteria:
- Be targeted at people who would otherwise face unnecessary prolonged hospital stays or inappropriate admission to acute in-patient care, long term residential care, or continuing NHS in-patient care.
 - Be provided on the basis of a comprehensive assessment, resulting in a structured individual care plan that involves acute therapy, treatment, **or** opportunity for recovery.
 - Have a planned outcome of maximising independence and typically enabling patient/users to resume living at home.
 - Be time-limited, *normally* no longer than six weeks and frequently as little as one or two weeks, or even less.
 - Involve cross-professional working, with a single assessment framework, single professional records and shared protocols.
- 2.7 The LAC 2001 specified that the average duration of Intermediate Care was 2-4 weeks but that it could be extended for up to 12 weeks for people with complex needs, where there is review, reassessment and the agreement of the multi- disciplinary team.
- 2.8 In essence, Intermediate Care is a time- limited service, targeted at those in hospital or at risk of admission, involving therapeutic input and aimed at maximising independence. It should form an integrated part of a seamless continuum of services linking health promotion, preventive services, primary care, services, social care, support for carers and acute hospital care.
- 2.9 Additionally Intermediate Care is an emerging concept in health care. It offers attractive alternatives to hospital care. It is care that is "in between" and arises out of Standard 3 of the National Service Framework for Older People 2002. It is designed to target resources on those people who do not require the resources of an acute general hospital but are beyond the scope of the traditional primary care team.
- 2.10 Intermediate Care should focus on three key points in the pathway of care:-
- Active rehabilitation following acute hospital stay
 - Responding to, or averting, a crisis

- Where long term care is being considered
- 2.11 According to the DOH Health and Social Care Change Agent Team, Intermediate Care should be provided by a range of professionals, including general practitioners, Community Nurses, hospital clinicians, physiotherapists, occupational therapists, speech and language therapists' social workers, care workers trained in rehabilitation and with administrative support. They need to draw on the expertise of a wider range of health and social care professionals, other services provided by Local Authorities, and the voluntary and independent sectors. The requirement for a single record, used by everyone providing Intermediate Care to an individual, means that the single assessment process is important. Service users and their carers must be involved in taking decisions about a user's care plan and should hold a copy.

National population profile

- 2.12 Older people are the main users of Intermediate Care in Haringey with the age of 50 as the minimum eligibility criteria. Nationally since the 1930's the number of over 65's has more than doubled. Now one fifth of the population is over 60. Between 1995 and 2025 the number over 80 will increase by almost half and the number of people over 90 will double.

Haringey Population profile

- 2.13 There are an estimated 22,130 people aged 65 + living in Haringey of whom 12,724 are women and 9,406 are men. Over the next decade the number of older people in the local population is expected to remain stable both in terms of overall numbers and as a percentage of the population, although the numbers of people aged 85 or over is set to increase slightly by the end of the current decade. This is somewhat different from the national profile because there is a large incoming population of young mobile people into Haringey. However, the number of people aged 65 and above from minority ethnic communities is projected to increase. There are also significant numbers of older people 'hidden' within long-established ethnic minority communities from Cyprus, Turkey and Ireland.
- 2.14 Haringey's older population is very diverse in terms of its health and social care needs, financial circumstances and ability to access services necessary to remain healthy and independent. Intermediate Care services need to be able to respond flexibly and appropriately to this diverse range of needs

Provision in Haringey

2.15 In Haringey, Intermediate Care is delivered by a range of services, individually managed and funded from various sources. Further information on the specific services is available on request. The main providers are set out below. This does not include the assessment function that is the gateway into social care other than Rapid Response.

Home Care –

- *Enabling Team* – a Social Services Directorate (SSD) provided service that offers generic rehabilitation through their care workforce to maximise independent living skills. This service is currently offered free to the service user for the first two weeks, after which, a financial assessment is undertaken and a charge is levied as appropriate.
- *Rapid Response Team* – an SSD provided assessment service that responds to requests for assessment and timely provision of home care services only in order to facilitate prompt hospital discharge or avoid admission into hospital or care home.
- *Night Service* – provides a 7 day a week 24 hour service of home based care. The service has recently won the NHS Health and Social Care Queen Mother’s Award for the Care of Older People for the London and South East region.

Integrated Care Team – a mixture of both Haringey Teaching Primary Care Trust (HTPCT) and SSD staff who are co-located at Stewart Crescent Health Centre. Although co-located they are not jointly managed.

District Nursing Teams – HTPCT provided service (though IC is only a part of the work they undertake). They serve all patients resident in Haringey or registered with the GP practice to which they are attached.

Greentrees - Day Hospital – managed by North Middx Hospital and Rehabilitation unit – managed by HTPCT. They provide access to multi-disciplinary assessment, review and treatment. Note comprehensive assessment takes place here and a variety of other settings i.e. acute trusts, clients own homes, nursing homes.

Falls Co-ordinator - a joint appointment, HTPCT and SSD funded through a section 31 agreement pooled budget for delayed transfers of care. The Coordinator is developing a care pathway for falls which better integrates services to provide effective care for people who have experienced falls.

Cranwood Residential home Intermediate Care Unit – an SSD and HTPCT funded unit with therapy staff provided by the HTPCT. This unit provides intensive residential rehabilitation. However it is temporarily closed and due to re-open after refurbishment in August 2006.

Stamford Lodge Nursing Home – Stamford Nursing Centre provides some independent nursing “stepdown” beds reserved to enable timely and

more gradual transfer from an acute hospital setting back to the patient's home.

Cooperscroft Residential Home – residential “stepdown” beds to enable timely transfer from an acute hospital setting back to the patient's home
60+ service funded by Supporting People (SSD) and provided by an independent provider. This service provides practical help and support for short episodes to enable people to return to, or maintain their tenancy of their own home.

3. PARTNERSHIP WORKING AND A WHOLE SYSTEMS APPROACH

Management Structures

- 3.1 The Panel considered the existing management structures of the Intermediate Care Teams across Health and Social Care to be somewhat fragmented. For example there are individual managers for the care management, rapid response and the rehabilitation teams. Their line management is then through the structures of their individual organisations. Although there is very positive close working at all levels, regardless of organisational accountability, there is still a long way to go towards the integrated teams envisaged in the original concept of Intermediate care, and there is little evidence that the service user can access a range of specialist services rather than one which would be enabled by an integrated approach. Notionally Intermediate Care is multi- disciplinary. The specialist teams also operate within a rehabilitation model, and the panel felt that these two factors inhibited the ability of services to work together to best effect.
- 3.2 The Panel received supporting evidence for this from voluntary organisations working with the teams, who felt that, at a strategic level, promotion of an integrated approach was lacking and that was why the service did not always operate quite as smoothly as it might
- 3.3 In an ideal Intermediate Care service there would be more structured integrated meetings, planning and pooled budgets. There would be more joint planning meetings, better resourced care pathways and an avoidance of assessment duplication (ie from Hospital, Rapid Response, Agency and Social Work)
- 3.4 It was recognised that further developing services and working more innovatively in response to the government agenda of giving people real choice, creates budget pressures. Additionally the Panel recognised that the creation of a truly integrated team would require the ability of staff to manage the cultural change needed to bring the two organisations together, and this would not be easily achieved.

- 3.5 The panel felt that the evident high quality of service offered by all the separate teams would be much enhanced by a whole systems approach involving all of the following key elements:-
- ◆ Self Care – advice and carer support
 - ◆ Multi-agency prevention
 - ◆ Voluntary sector
 - ◆ Primary care
 - ◆ Housing
 - ◆ Health and Social Services
 - ◆ Community nursing / therapy / social care support
 - ◆ Intermediate / interim / transitional care
 - ◆ Secondary care
 - ◆ Fast track medical assessment and treatment
 - ◆ Specialist nursing and therapy
- 3.6 At a strategic level the designation of a jointly appointed Intermediate Care Co-ordinator accountable across health and social care for the delivery of an integrated Intermediate Care Service should be considered. This would ensure the integration of the multi-disciplinary service, and enable it to develop as one team. These improvements to team working would then further maximise independence for Service Users by enabling a more person-centred approach though, clearly, management structures within the whole team would need to be reviewed accordingly.

Duplication of services

- 3.7 Evidence from the Voluntary Sector indicated that funding streams and remits overlap and there are times when some services feel that they are being asked to carry out the functions of others.
- 3.8 Feedback from meetings with clinicians highlighted difficulties of consultation across services, driven by some lack of trust in each other's assessment skills and lack of information sharing. Joint assessment training and full implementation of the Single Assessment process (SAP) would eradicate these problems. This training is planned and scheduled.

Multi-disciplinary Teams

- 3.9 The Panel heard that there are three different support worker components across the various teams, Home Care Enabling Support Workers, Rehabilitation Assistants and Rehabilitation Support Workers.

The differences between each role were unclear to the Panel and are probably minimal, which suggests they could perhaps be generalised in an integrated service

- 3.10 One other vision for the future expressed to the Panel would involve the development of staff from Intermediate Care to undertake therapeutic interventions for older people and to link with home care services. The service would be focused on the care pathway and wrap around the older person, rather than the service user needing to fit into the criteria of the individual service.
- 3.11 The panel felt that, even if the latter solution is some way off, some effort should be made to generalise, through training, the work of the various types of para-professional support workers mentioned above in order to make their response to user need more flexible and to reduce the need for changes of personnel for users.

Information sharing

- 3.12 The lack of a shared database or infrastructure is a major obstacle to sharing information and to reducing duplication of assessment, as well as to the development of the Single Assessment process. This is a national, as well as a local problem. Local authorities and NHS institutions are operating on incompatible IT systems.
- 3.13 As the focus moves to the prevention of inappropriate admission the need to measure the effectiveness of this work will increase. The Panel heard of a need for improved communication between teams that deliver therapy and those delivering care elements. This should improve once the Single Assessment Process, already under development, is really embedded.

Discharge Planning

- 3.14 Feedback from questions highlighted the need for more effective hospital discharge planning. Effective and timely referral of service users to the range of primary care services and care packages is not yet as good as it could be.
- 3.15 The Panel heard examples of people leaving hospital still needing the involvement of other services to assess and manage aspects of their care (e.g. continence packages), which had not been arranged before discharge. Valuable time is lost within Intermediate Care, retrospectively 'sorting out' these aspects of care before actual rehabilitation can begin.

- 3.16 Consideration should be given to ensuring that in the two local hospitals, dedicated health and social care personnel are in place for effective discharge planning. A Social Worker is already permanently based at the Whittington for discharge planning, but the Panel was pleased to hear of current negotiations to nominate one care manager/ social worker for hospital discharge duties at the North Middlesex hospital, which, if implemented as a strategy, should reduce the duplication and make discharge more seamless and timely there.

Access to therapies

- 3.17 This area is problematic due to national and local short supply of specialist professional therapists. The Intermediate Care Team is often seen as the only route within Haringey to accessing specialist physiotherapy and occupational therapy assessment and treatment for older people. Therefore the Intermediate Care team receives a number of referrals of Service Users who require longer- term rehabilitation rather than a time limited intervention. But the demand for longer term rehabilitation cannot be met within Intermediate Care resources. Intermediate Care therapists plan and implement a programme of rehabilitative goals for Service Users within an eight-week period only. But the lack of services to refer onward to makes it difficult for the therapists to confidently discharge these clients from the Intermediate Care team.
- 3.18 Social Services Occupational Therapists focus on assessment for equipment and adaptations in order to fulfil statutory responsibilities. As they are the only occupational therapy provision within primary care, access to rehabilitation is limited by their necessary prime focus on adaptations work.
- 3.19 This situation can only be corrected by ensuring that more specialist therapists are trained and introduced into the system as a whole. This requires a national initiative. Locally, budgeting for some more therapist posts would provide an interim local solution.

Training

- 3.20 In the panel's discussions and meetings it was evident that there is limited understanding of roles between teams within the Intermediate Care umbrella.

- 3.21 The Panel noted that there had been some joint training on the Single Assessment process that had brought the two services together and more training is planned for the future. Joint training is still the exception rather than the rule and does not involve hospital staff, so more work is needed on devising a training model which can involve staff from all services together. It was felt that further training would really encourage the development of a shared vision and values.
- 3.22 The co-ordination of joint visits to clients takes time, but is valuable for jointly addressing issues or ensuring consistency of approach. The Panel heard that the IC team has particularly valued the opportunity to link with the enabling support worker team within Home Care, e.g. following discharge from Cranwood, to ensure that skills to maximise independence are maintained and that people have support to develop their confidence once back at home.
- 3.23 Many of the clients seen by the Intermediate Care team do not have a care manager from within the team, and a significant proportion has no care manager at all involved, thus a significant amount of care co-ordination may be undertaken by team members.
- 3.24 In summary, it was acknowledged that there is room for further development in joint working with the HTPCT, both at strategic and at local level, and improved information sharing. There needs to be more joint health and social services training, involving hospital-based staff as well, and current work on pooled budgets and joint funding needs to be built upon. The generic worker concept needs to be further developed.

Location of Teams

- 3.25 The various teams are housed in a variety of locations. The ideal would be to co-locate teams to maximise joint working and this would assist in building trust. The reality is that there needs to be some exploration as to where workers are best placed. Currently, the situation sometimes seems to impede progress towards Intermediate Care goals. However, this problem is under active consideration by partner services. There is already a plan, for instance, to bring in the nurses with the Enabling Team to the Grange, where Home Care is based. The Panel felt it may also be appropriate to consider moving physiotherapists and occupational therapists there as well.
- 3.26 There is an argument for co-locating the Rapid Response Team with the Intermediate Care team. This was tried before with a mixed response. There was some evidence that no improvement to service provision ensued. But the panel felt that the over-riding advantage of

having the home care assessors located with Home Care is the immediacy of accessing the home carers and the major contribution this would make to Intermediate Care integration.

- 3.27 Improvement also needs to be made in admission avoidance, and the more effective working between GPs, District Nurses and community Social Work teams and Intermediate Care Services outlined above would help considerably in achieving this improvement.

IT systems

- 3.28 There are currently no shared IT systems between NHS and LBH, although staff based in Intermediate Care at Stuart Crescent do have access to the LBH database. Since it is clear that, both nationally and locally shared IT is some way off, the panel was pleased to hear that services are now working towards a corporate set of patient held records which will mean less duplication on assessments.
- 3.29 The lack of IT systems is also one of the main barriers to successful implementation of the SAP management information system across the Intermediate Care teams. This is a national issue, and cannot be addressed locally until the national introduction of the care records system.

Single Point of Access

- 3.30 There is as yet no single point of access to all Intermediate Care services. This has the effect of delaying referrals and subsequent action. This is particularly problematic for service users in hospital outside Haringey. The Panel's information was that there are several points of access to Intermediate Care, notably Stuart Crescent, The Grange and District Nurses.
- 3.31 The Panel considered that the service could be more effective if the access point were streamlined. It would facilitate a more user - centred approach, especially if combined with other integrative strategies covered elsewhere in the report.
- 3.32 This view was supported by the First Response Team at the North Middlesex hospital. They were concerned that, despite improvements in collaborative working, it could still take up to 3 days to access a care package. This means up to three unnecessary days in hospital for the older person. This team has recently been established in order to streamline hospital discharges. They target people over 65 when they are still in Accident & Emergency (A&E) and through the first 4 days in

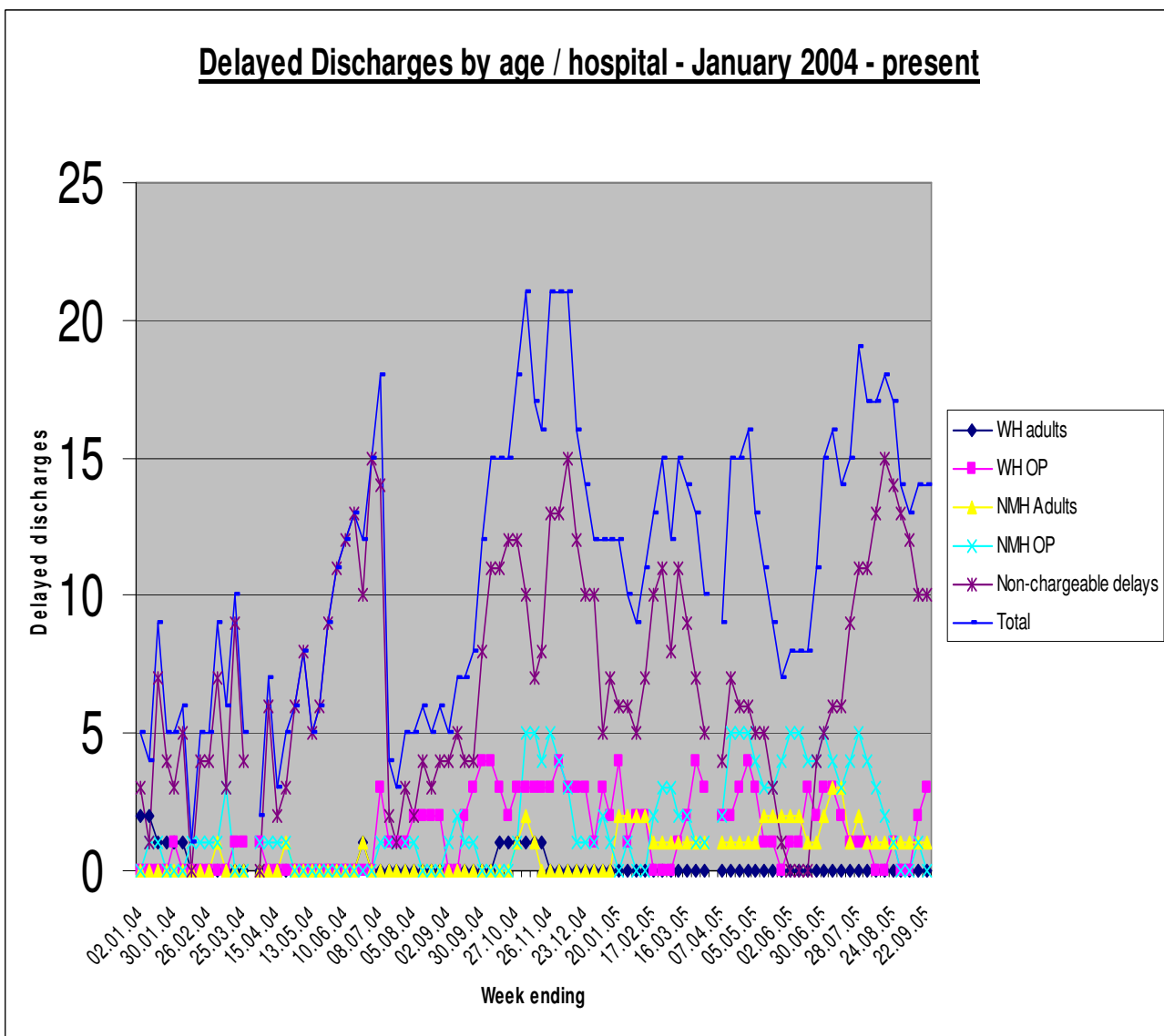
hospital after admission. Their objective is to shorten the length of stay and get people back home as quickly as possible

- 3.33 If the 'single point of access' were developed further, it would strengthen initial assessment, enabling a more timely response, with onward signposting of patients to appropriate Care services, thereby reducing unnecessary time spent in hospital.
- 3.34 The review Panel had limited success in accessing the views of GP's but from those that responded the consensus view was that Intermediate Care was of limited use, largely due to having no single access point and they did not have either the time or in some cases the knowledge of the appropriate team for direct referral of their patients. It was also the case that GP's refer patients to Health Advisers for Older people or the district nursing service, who will make an onward referral to intermediate care services where this is appropriate for the patient. The services when accessed were felt to be good.

Single Assessment Process

- 3.35 The Intermediate Care service in Haringey delivers care in the framework of the Single Assessment process. This has been developed locally across organisations and is now in use, despite the lack of compatible IT systems. As the use of the single assessment process and the client held records within Haringey become fully embedded the quality of information and assessments should reduce the duplication of information and provide better co-ordination of care for the client.

Hospital Discharge



3.36 The chart above shows performance on delayed transfers since 'reimbursement' began in January 2004. This is the system whereby local authorities are liable to payment to the NHS trusts for delays in discharging of patients due to difficulties in completing the care package. In the pooled budgets set up in 2004/05 and 2005/06, thresholds of 96 delayed transfer days per hospital per month were set by government - in other words Local Authorities could only run up a total of 192 delayed days per month in all hospitals before having to pay compensation. This figure was calculated from performance in the months leading up to January 2004. Since then, Haringey has maintained a good (and frequently excellent) performance on delayed transfers. Performance at the Whittington in 2005/06 has been excellent, the North Middlesex a little less impressive:

- **April:** Whittington: 64 days; North Middlesex: 110 days - total = 174 days
 - **May:** W: 27 days; NM: 130 days - total = 157 days
 - **June:** W: 57 days; NM: 200 days - total = 257 days
 - **July:** W: 27 days; NM: 132 days - total = 159 days
 - **August:** W: 7 days; NM: 75 days - total = 82 days
- 3.37 Quicker hospital discharge has been the main thrust of Government policy initiatives over the last 5 years. Locally the Whittington hospital has a very positive partnership with Haringey Primary Care Trust and Social Services in ensuring a seamless hospital discharge service to Haringey patients.
- 3.38 Each ward in the Whittington hospital has a weekly multi-disciplinary meeting where discharge planning takes place. The Whittington Hospital has a dedicated Haringey social worker (part of the Integrated Care Team) based on site, who attends all multi-disciplinary meetings and acts as the liaison for all Haringey residents. This role is seen as an essential component to seamless care, and is much valued by hospital and patients alike.
- 3.39 It was noted that the First Response Team at North Middlesex responsible for discharge planning seems to have no dedicated social worker input, but works with a range of care managers liaising with the hospital from their borough base. The Panel felt that the difference in the two systems might account for the difference in delayed discharge figures, but lack of research time and appropriate expertise prevented further investigation on this issue. It is suggested that Intermediate Care service professionally reviews this issue at an appropriate time
- 3.40 It was noted that the highest proportion of people whose transfers from hospital were delayed were those with dementia. The Panel were concerned about this, as previous evidence had indicated a less than adequate mental health expertise input to the Intermediate Care team. Again, time prevented further investigation of this.

Prevention of hospital admissions

- 3.41 From the information obtained it did not appear that Intermediate Care services were currently as successful in the prevention of unnecessary admission to hospital. Their main focus is on discharge from hospital. However a pilot is being developed using pooled budget funding to further reduce the number of unnecessary hospital admissions to assist in meeting the government performance targets for the Primary Care Trust (HTPCT). These have been derived from the 'National Service Framework for Older People' objectives of:

- reducing hospital admission, and
 - achieving no growth in the numbers of re-admissions
- 3.42 The Panel noted that on occasions pressures on acute hospital beds can mean that some people requiring care and treatment are directed towards long term care inappropriately, when a spell in Intermediate Care would have delivered a more appropriate longer-term outcome for them. This is particularly so in non-specialist Older People's wards. The Older People's physicians are aware of this and are working to address this.
- 3.43 Evidence from a GP indicated that on occasions it can be difficult to obtain a home based assessment to prevent hospital admission, and this led GP's to refer patients direct to hospital. The role of the day hospital needs to be more clearly signposted for GP's. The Panel welcomed proposals to develop 'step-up' provision for such cases and noted that this should assist in prevention of inappropriate admission. The panel also heard from Metropolitan Care and Repair regarding their hospital homelink project which was aimed at facilitating hospital discharge and preventing re-admission by focussing on solutions to disrepair and a lack of essential services within the homes of elderly Haringey residents.
- 3.44 Having immediately accessible Intermediate Care services that GPs, ambulance services and others can refer appropriate users to reduces hospital admissions. However these services do need to be accessible on a 7/24 basis and currently, that is not the case. They are only accessible during the working day
- 3.45 Medical cover to Intermediate Care services has been an area that has presented some complex issues to be resolved; this has been reflected across the country. There is a natural reluctance from GP's to manage patients who would previously have been cared for in hospital for a longer episode of care, without there being some recognition of the additional work load that this creates in primary care. Allied with this is the fact that Intermediate Care residential and nursing home services are sometimes geographically remote from the location of the GP practice where clients are registered, and GPs are reluctant to take responsibility for patients because of this, Cranwood is such an example. The Panel hopes that a workable local solution to this difficulty can be established. When Cranwood reopens, it is planned to provide medical cover in an alternative way that will not require the same amount of financial resources as previously. This may be through a specialist nurse route, or through patients retaining the service of their own GP, should they require medical services, or through a

combination of the two approaches. The panel endorses this approach.

RECOMMENDATIONS

- That a single point of access to Intermediate Care be developed.**
- That provision be made for an Intermediate Care Co-ordinator, jointly funded and accountable across health and social care for the delivery of an integrated service ideally with a pooled budget for the whole service.**
- That a whole systems approach be adopted to joint workforce planning. Teams should work towards being multi-disciplinary to include therapy, nursing and social services staff working towards a rehab led mode. The management structures should be reviewed to ensure that the service is able to work in more integrated ways.**
- That partners work together to ensure the complete implementation of the single assessment process.**
- That the service be rebadged as a generic Intermediate Care Service**
- That intermediate care services work towards the provision of a 24 hour, 7 day a week access with a timescale for achieving this development.**

4. ASSESSING NEEDS AND CHOICE

- 4.1 Voluntary Sector representatives considered that choice for Service Users not always available in practice. At present there was very little flexibility and choice given to clients regarding their care packages. The view was expressed that people were referred to Intermediate Care according to available resources and tight eligibility criteria, and that clients are unaware of who makes the decisions on their care packages. The Panel heard that clients wanted consistency in terms of service provision.
- 4.2 Integration between different agencies needs to be strengthened to ensure that service users are not discharged without the home support packages being in place in line with DOH guidance on discharge planning. It was noted that in Haringey a significant number of people went to Stamford whilst a longer term decision is made, purely because there is not sufficient alternative provision.

- 4.3 The possibility of a leaflet being produced on the whole system of care and other communication methods was suggested possibly including a video for the use of voluntary sector and other providers.
- 4.4 It was suggested that although Age Concern had made referrals to Intermediate Care unless the need was urgent users had to wait a considerable time for an initial assessment. Consequently Intermediate Care was not promoted by the Voluntary Sector as a service.
- 4.5 Plans for developing clear pathways will ensure that patients are directed more clearly through care systems, and developing these is a priority to ensure more appropriate management of unscheduled care. The Panel proposed that a process mapping exercise be undertaken to identify how patients currently access the service and to redesign the process to ensure clear pathways.
- 4.6 The service tries to be needs based by taking a person centred approach to assessment and care planning, however, this will always be limited by the resources available to meet those needs and the eligibility criteria applied to services.
- 4.7 The Panel heard that there could be difficulties in situations where patients choose to be treated privately, an option that is likely to increase with the Choice agenda that came into effect on 2 January 2006. This increases the need for good discharge planning and highlights the importance of a single point of access to Intermediate Care.
- 4.8 The Panel visited and talked with Service Users in their own homes and registered universal satisfaction with the service provided. This was most gratifying and a tribute to the dedication of all Intermediate Care teams which the panel found in abundance in its contacts throughout this review.

RECOMMENDATION

- That the strategic partner services undertake a process mapping exercise to identify how patients currently access the service and then redesign the process to ensure a clear pathway into Intermediate Care.**

5. CAPACITY AND ELIGIBILITY CRITERIA

- 5.1 The introduction of 'Payment by Results' has further supported the emphasis on secondary care to provide acute assessment and treatment, ensuring timely discharge to reduce unnecessary delay in the transfer of patients back to primary care. This combined with a primary care imperative to support people to remain in their own home where possible, rather than in long term care. Consequently, people with complex needs or who are at a much earlier stage in their recovery from illness are potentially in need of Intermediate care.
- 5.2 This increasing demand means the various teams struggle to respond to the need for a fast response to see people immediately they are discharged from hospital or as an alternative to inappropriate admission. As throughput from the acute hospitals becomes more rapid the teams will need to have the capacity to respond promptly if they are to fulfil their remit of supporting people to leave hospital earlier and preventing admission. However the Panel heard that teams were already working at maximum capacity and having to rely upon support from other teams and outsourcing to agency staff.
- 5.3 There is potential through the redesign of services, linked with investment to increase capacity.
- 5.4 The Panel heard that Telecare is not yet being exploited to its full potential. Telecare is as much about the philosophy of dignity as it is about equipment and services. Equipment is provided to support the person in their own home and tailored to meet their own needs. It can be as simple as a basic community alarm service, able to respond in an emergency and provide regular contact by telephone. It can include detectors which would monitor in-home motion, falls, fire and gas leaks and trigger a warning to a response centre. In 2006 the Government will be funding the Prevention Technology Grant .to local Health and Social Care economies. The money will not be ring-fenced, which underlines the importance of health and social care planning jointly and in advance for it to ensure it is used appropriately to support and enable people to remain safely in their own homes.
- 5.5 With practice-based commissioning due to commence in April 2006 it is important that doctors are on board with Intermediate Care as this is likely to lead to an increase in referrals from GP surgeries. There is a need to ensure that primary and social care provision is accessible and robust. The Panel welcomed the development of a nurse post to focus on admission prevention. The post is funded by the WSCP delayed discharge pooled budget. The role of the nurse is to facilitate the District Nurses assessment in order to prevent admission, promote the

district nurses expanded role to GP's and the acute trusts; to work closely with care managers and train district nurses to undertake a risk assessment of the care environment so that home care can be provided without the need for a second visit from the home care team. There is a need for GP's to be confident that their patients are well provided for in the community rather than in a hospital setting.

- 5.6 The question of the ineligibility of people under 50 with sudden onset and other long-term disabling conditions arose on a number of occasions and from a variety of sources during the review. The number of people under 50 not provided for is small. A pilot scheme had been set up 4 years ago to provide Intermediate Care to Under 50's but was disbanded due to low numbers. It was suggested that this be revisited in reviewing the eligibility criteria, to include this target group in the existing service. If resources allow, developing Intermediate Care for the Under 50's within the general Intermediate Care umbrella would seem to be a more cost effective solution. It was suggested to the Panel that an analysis might be commissioned possibly from Public Health.
- 5.7 The panel felt that, given that the relatively small number of such cases, and a proportion of those patients often require just a short spell of treatment to address changes in their condition, or to avoid admission, or some short-term rehabilitation treatment, consideration should be given to their being included in the Intermediate Care eligibility criteria. They should be able to access this very good service with all the inter-team communications and relationships in place.
- 5.8 The Intermediate Care service has a Falls Co-ordinator. However, the development (or review) of falls pathways and protocols in Haringey would enable Intermediate Care to make clearer the role of the Intermediate Care team in falls prevention, although increased capacity would be needed if the team were to be a focus for providing assessment and rehabilitation for people in their own homes who have fallen or are at risk of falling.
- 5.9 The possibility of Greentrees providing further 'step down' facilities for Intermediate Care was suggested to the Panel but no firm proposals were put forward. However, the Panel felt this issue should be considered.

People with Mental Health needs

- 5.10 The Panel was informed of "The Older People's Inquiry" from the Joseph Rowntree Foundation's Older People's Programme which

concluded that older people valued that little bit of help to enable them to retain choice, control and dignity in their lives.

- 5.11 The Panel noted that the number of people with mental health needs is growing as the age profile of Older People changes. Additionally there is an increasing number of unsupported older people, those families do not live close by them and increasingly elderly people over 80 may well have children over 60 years old with their own particular needs.
- 5.12 However specialist mental health input to our Intermediate Care service for Older People with Mental Health needs is perceived by some stakeholders as still needing development. There is a Community Mental Health Team for Older People and Age Concern advised that they themselves refer clients to it. This is not the case with all referring agencies, so some work still needs to be done to spread the word of availability to all Intermediate Care teams and GP practices and perhaps to institute some training in dealing with and referring mental health needs of clients to the CMHTOP.
- 5.13 The Panel heard that it would be desirable to develop Intermediate Care provision for people with dementia at Broadwater Lodge giving them a more appropriate environment to experience rehabilitation. But at present there is no budget capacity to undertake this work and this proposal was under threat. This is the kind of provision that would further enhance provision to enable more patients with that condition to function adequately at home rather than in institutions. It should be considered for future plans.
- 5.14 North Middlesex Hospital stated that there is insufficient liaison between them and the Mental Health Trust in this area. There is a limited CPN liaison service available for patients presenting at A&E, generally only for limited hours and this had led to patients being admitted to hospital, possibly unnecessarily, due to lack of proper assessment of their mental health needs. Also the therapists at the North Middlesex considered Intermediate Care criteria an issue, in that stroke, multiple sclerosis and motor neurone disease patients under 50 are not eligible for Intermediate Care on discharge from hospital. (see above)
- 5.15 The Panel felt that there is a need for mental health outreach work with Intermediate Care clients. The Home Care team has established a working group to look at developing a mental health outreach team and an examination of how to plug the gaps is, therefore, in hand. It was noted that Home Carers had informal training on Mental Health from Social Workers and any particular concerns are routinely referred to the Social Services Mental Health Team at Cumberland Road.

- 5.16 Also Home Care is working closely with the CMHT and the Independent Sector to look at how best to provide a service that, through monitoring and provision of practical and emotional interim support can prevent hospital or residential admission for clients with Mental Health Needs. Again, service development requires funding, though services may be able to be developed within budget through reconfiguration of present service structures.

Charges and Budgets

- 5.17 The Panel noted that just over one third of packages are charged for and that the home care element of Intermediate Care is charged for after 2 weeks, as is the re-enablement element. Confirmation was received from the Department of Health that if the service is badged as Intermediate Care it should be free at the point of delivery. The Panel also noted that there is a discrepancy in the charging policy as provision at Cranwood is free for 6 weeks, so those patients who are admitted to Cranwood are not charged, whereas others discharged to other homes or their own homes are.
- 5.18 Given that this is a time-limited service (up to 6 weeks maximum in most cases, and less in some) the Panel felt that progress was required towards making this a service free at the point of delivery. Clearly there are resource issues here, but the desirability of this policy change being implemented when resource re-allocation becomes possible was felt to be incontrovertible. Currently, the inequalities in charges levied are indefensible.
- 5.19 The Panel noted that referrals made from Intermediate Care for adaptations as part of rehabilitation by the Handyperson scheme are provided free of charge, but referrals from elsewhere were normally charged for. The panel felt this to be a further anomaly which needs reviewing with an eye to fairness of provision.
- 5.20 In respect of equipment, Haringey Integrated Community Equipment Service (HICES) is now meeting its performance targets. However the service needs to continually develop and there is more work that could be done around the procurement of appropriate equipment and trusted assessors. Additionally demand for equipment is growing and as initiatives which prevent admission and speed hospital discharge are developed, this needs to be taken into account in planning progress in this service team.

RECOMMENDATION

That the eligibility criteria be reviewed to enable Intermediate Care to become more person centred rather than service driven. In particular consideration should be given to the needs of people with more complex needs profile and also those under 50 years of age who currently are not included within service criteria at all.

That consideration be given as to how Intermediate Care can be supported in a more formal way by a specialist mental health input to provide appropriate care for older people with physical needs who additionally have mental health problems. Further consideration should be given to the plans for developing Broadwater Lodge services for people with dementia.

That the possibility of the use of Greentrees for the provision of 'step down' facilities be revisited.

That the current charging policy be reviewed in the light of the Panel's findings to ensure fairness of provision across the service.

6. Conclusions

- 6.1 The Panel saw much to commend Intermediate Care services in Haringey that was the result of a positive approach by staff across all the teams in the Intermediate Care partnership. They acknowledged that the vision in setting up the services was jointly owned by the Council and the Haringey Teaching Primary Care Trust. However, a holistic plan of action for the future is needed setting out aims and objectives for the next five years.
- 6.2 For the future there needs to be a more integrated management accountable to both organisations, working in partnership to further develop responsive innovative solutions to current challenges. Also there should be joint assessment and management of risk using Intermediate Care as a route to more independence for Service Users for longer. There is currently a divergence of team working across the two services with the two teams being to some extent co-located, but having limited opportunities to work in a person-centred way. Additionally the lack of an IT system that works across health and social care settings creates issues in terms of the use of the Single Assessment Process (SAP), duplication of processes and information sharing and inefficient use of resources.

- 6.3 The lack of a single point of access (SPA) can also lead to a duplication of assessments and a lack of trust between the teams. This needs to be developed further so that all referral points are able to access Intermediate Care in a simple but effective manner. As SAP becomes more embedded, a more individual approach to assessment and care planning processes will be developed.
- 6.4 In terms of training there are opportunities available to reduce education costs and improve interdisciplinary working across both organisations by bringing together staff to train on common ground.
- 6.5 The age criteria of 50 means that clients under 50 with sudden-onset and other disabling conditions are prevented from benefiting from the service. This is also true of clients with mental health conditions or dementia and the Panel considered that this should be reviewed.
- 6.6 The Panel acknowledged that much work has been done and effective services developed that ensure that people leave hospital promptly but safely. There is still some progress that could be made in terms of working better to prevent unnecessary hospital admission and maximising overall levels of independence through rehabilitation.
- 6.7 To conclude, a good Intermediate Care service should be, or have:-
- ◆ In reach to secondary care to encourage timely referral
 - ◆ A single point of referral to Intermediate Care
 - ◆ Free at the point of delivery
 - ◆ 24 hour, 7 day access to integrated services
 - ◆ Fast response, flexible and adaptable.
 - ◆ Ready access to equipment
 - ◆ Person/carer centred, not service driven
 - ◆ Time limited service, individualised
 - ◆ Speedy access to medical assessment/support
 - ◆ Be deliverable in a variety of settings: own home, day hospital, day care, extra care step-up/step-down, beds in a variety of residential settings
 - ◆ Empowered, highly skilled professionals
 - ◆ Generic, well trained support workers
 - ◆ Clear aims, objectives, outcomes
 - ◆ SAP which links up all care sectors
 - ◆ Access to appropriate technology
 - ◆ Ability to offer end of life care
 - ◆ Evaluation, ongoing development
 - ◆ Good marketing, communication and joint training
 - ◆ Leadership, champions

- ◆ Pooled budgets

6.8 That is the national vision. The panel felt that the Intermediate Care Service in Haringey has a great deal of this in place, and needs to retain the vision and continue to move towards full realisation for all our people who may need the service.

RECOMMENDATION

That a 5 year Strategic Plan be developed for Intermediate Care, based on the vision described above.

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EXECUTIVE**On 13th June 2006**

Report Title: Mental Health Strategy 2005 to 2008	
Report of: Anne Bristow Director of Social Services	
Wards(s) affected: ALL	Report for: Non Key
<p>1. Purpose</p> <p>1.1 To brief CEMB and the Council Executive on the progress in implementing the joint health and social care Mental Health Strategy.</p>	
<p>2. Introduction by Executive Member</p> <p>2.1 The Executive asked, last year, for a progress report and this is the follow up report for noting.</p>	
<p>3. Recommendations</p> <p>3.1 To ask CEMB and the Executive to note the current position in the implementation of the Mental Health Strategy.</p>	
Report Authorised by: Anne Bristow, Director of Social Services	
Contact Officer: Siobhan Harper, Head of Joint Mental Health Commissioning LBH and Haringey TPCT	

4. Executive Summary

- 4.1 The Council Executive agreed the Mental Health Strategy in December 2005. Haringey TPCT also agreed the Strategy in January 2006. The Executive requested regular feedback on the progress of implementation and this report forms the first of such reports.
- 4.2 There has been considerable work undertaken with regards to the development of the Joint Commissioning Strategy, which supports the implementation of the overall vision of the Strategy. However, there have been some obstacles to progress due to the financial constraints across the Mental Health Partnership. In addition there has been a delay in the formal feedback from CSCI following the outcome of the Mental Health Inspection though relevant recommendations will be incorporated into the commissioning strategy. The Mental Health Scrutiny Review recommendations will also be incorporated though many of these were in line with the planning. A new timetable for the completed commissioning strategy is under discussion within the MH Partnership.
- 4.3 This report summarises the current focus for service developments within the Mental Health services across the partnership and outlines the agreed priorities.

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

- 5.1 This is a new strategy that does have policy implications in that it proposes a model of care to individuals with Mental Health problems that is substantially different to our existing services.
- 5.2 The changes made here do not substantially change the original strategy put forward for consultation but it does add more emphasis in certain areas such as a more clearly stated set of aims, clarity on the partnership role and the need to build on preventing mental ill health in childhood.

6. Local Government (Access to Information) Act 1985

- 6.1 The Joint Health and Social Care Mental Health Strategy 2005.
- 6.2 National Service Framework for Mental Health 1999
The Mental Health Policy Implementation Guide 2002
Community Care Act 1990
Health & Social Care Advisory Service – Review of Haringey Mental Health Services 2002/3.
- 6.3 Mental Health Unified Action Plan 2003

7. Description

- 7.1 The Commissioning Strategy for Mental Health Services is being developed within a challenging financial context across the statutory sector. The local picture for Haringey TPCT is documented within the Haringey Teaching PCT Financial plan. The predominant concern as with all NHS organisations is to achieve financial balance within 2006/7. Barnet Enfield and Haringey Mental Health Trust also has a long standing underlying financial deficit which must be in balance within 2006/7, as well as achieving the targets associated with national issues. There are also pre agreed efficiency savings within the Social Services Directorate. All these issues have been incorporated into a draft joint action plan, which the Mental Health Executive is discussing within the context of the overarching strategy.
- 7.1.1 The overall principle applied by the TPCT across all organisations is to ensure that efficiencies are delivered with minimum impact on services. In Mental Health Services the focus here is on the reduction in the use of hospital-based services, which is in keeping with the vision agreed in the Mental Health Strategy.
- 7.1.2 There will be a need for increased activity in the Crisis Teams to support people at home wherever possible. Community Mental Health Teams will also be examined to increase productivity and efficiency. This will be achieved largely through the rationalising of systems and management arrangements. Robust review arrangements are also to be developed in the service.
- 7.1.3 Building on the current philosophy of promoting independence, community services will develop robust and comprehensive systems for the review of service users and discharge back to the care of the G.P. This will be supported by the development of a Local Enhanced Service for Mental Health in Primary Care agreed by the TPCT for implementation in 2006 as described in 7.1.5.
- 7.1.4 Increased integration of Health and Social care in the delivery of services e.g. day services are also being proposed in order to improve service user experience and increase efficiency. This is also likely to be a recommendation in the feedback from CSCI Inspection of Mental Health Services.
- 7.1.5 Despite the considerable pressure within the statutory sector there is work in progress across the partnership. As already referred to the TPCT is committed to the development of a Local Enhanced Service for Mental Health in Primary Care (LES) which will support G.P.'s in delivering a comprehensive, quality and appropriate mental health service to Haringey residents in the community. The development will fund four G.P.'s working at the enhanced level and a skilled mental health professional that will support the wider implementation of initiatives such as the Shared Care protocol.
- 7.1.6 There is also a strategy for modernising day services across Health and Social Care, is being issued for consultation in June 2006. The new service model

proposes that services widen social inclusion and improve access to mainstream services.

7.1.7 Work between Supporting People commissioning and health and social care commissioning is underway following the findings of the Housing Needs study. Discussions are focused on the increased availability of high support, supported housing and access to extra care sheltered housing for service users with multiple needs as a first priority. This work will be subject to further more detailed reports for CEMB and the Executive.

7.1.8 There is also further work being undertaken within the partnership to have a more detailed and shared understanding of the issues regarding Delayed Transfers of Care in St. Ann's Hospital.

8. Consultation

8.1 Further consultation will take place to help develop the Day services and Housing elements of the Strategy.

9. Summary and Conclusions

9.1.1 CEMB and the Executive previously received a fairly comprehensive report on the principles of the Mental Health Strategy and the impact that this will have in relation to commissioning and re-commissioning of existing services to reflect the model of care being advocated. This now needs to be understood within the current context detailed above, across the Partnership.

9.1.2 There is progress within key areas, which is in keeping with the overall message within the Strategy.

10. Recommendations

10.1.1 That CEMB and the Executive note the work within the partnership, which is committed to delivering the commissioning strategy and the model of care, agreed in the Mental Health Strategy.

11. Comments of the Director of Finance

11.1 This paper does not include any estimates of the costs of the strategy and these will need to be developed as the details of the strategy are further developed. However, these need to be developed within the context of the current financial position across both the local authority and health.

11.2 In terms of the local authority position, while the budgets for Mental Health Service were balanced in 2005/06, the budgets for external commissioning has ongoing commitments into 2006/07 of approximately £300k. In addition, mental health has efficiency targets of £221k to meet as part of its three year strategy to reduce overall provision in residential care while enabling independent living.

11.3 The PCT budget for Joint Commissioning underspent by £180k in 2005-06. This underspend has been taken by the TPCT as a contribution to savings to balance its budget. The Trust has ongoing financial deficits.

- 11.4 In this context, detailed financial implications need to be developed as a matter of urgency to ensure that the financial and service targets across both sectors are achieved.

12. Comments of the Head of Legal Services

- 12.1 There are no legal implications to the proposed new strategy.

13. Equalities Implications

- 13.1 A local needs analysis of mental health in Haringey shows that the incidence of mental ill health in Haringey is higher than in surrounding boroughs and across London. The Mental Illness Needs Index (MINI), which calculates the relative need for mental health services based on a range of indicators such as social isolation, deprivation, housing quality and unemployment, shows the highest level of 116.5 compared to the national average of 99.5. In assessing the high incidence of mental health needs in Haringey, consideration is being given to the over representation of people from black and minority ethnic (BME) communities and a high prevalence of alcohol and drug misuse. More specific provision for women also needs to be considered.

13.2 Mental Health Strategy Action for Change

Barnet Enfield and Haringey Mental Health Trust are leading the implementation of Delivering Race Equality for Mental Health and we will work in partnership to deliver this agenda. The objectives of this work include:

- The reduction of significant and unacceptable inequalities in the access of mental health services and the experience and outcomes for black and ethnic minority communities.
 - The involvement of black and ethnic minority communities in the commissioning and delivery of services.
 - Community development activity to form a coherent whole and meet demonstrable gaps in services.
 - The introduction of Community Development Workers (CDW) to support the delivery of the framework. We have commissioned a research study into the mental health needs of the Turkish/Kurdish community in a partnership with HarCen which will be the first task for the CDW.
- We continue to have a black and ethnic minority network in Haringey to provide a forum for these communities to influence the commissioning and delivery of services.

- Further work includes exploring the need to extend women only services for all cultural groups and work across adult social care groups to maximise accessibility of services for people with other disabilities and mental health problems.

14. Use of Appendices / Tables / Photographs

14.1 None.

The Executive**On 13 June 2006**Report Title: **Police & Justice Bill (Crime and Disorder Act Review)**

Forward Plan reference number (if applicable):

Report of: **Assistant Chief Executive, David Hennings**Wards(s) affected: **All**Report for: **Non-key decision****1. Purpose**

1.1 To inform Members of the current proposals under Part 3 of the forthcoming Police and Justice Bill, which relate to the review of the Crime and Disorder Act 1998. Comments from Haringey's perspective have been highlighted.

2. Introduction by Executive Member

2.1 The Police and Justice Bill was published in the House of Commons on 25 January 2006 and contains recommendations relating to the review of the Crime and Disorder Act 1998. These recommendations are designed to further consolidate the work of local partnerships in preventing and reducing crime, fear of crime, anti-social behaviour, disorderly behaviour affecting the environment and substance misuse.

2.2 The Safer Communities Partnership is well established. Considerable work has been done over the past few years to improve partnership structures, information sharing and analysis. Haringey is, therefore, in a favourable position to implement new proposals but will await further detail following the consultation exercises during the Summer 2006.

3. Recommendations

3.1 That Members note the proposed changes, the timetable and early comments from a Haringey perspective

Report Authorised by: David Hennings
Assistant Chief Executive (Strategy)

Contact Officer: Claire Kowalska, Acting Community Safety Strategic Manager
Community Safety Team, Civic Centre, Wood Green
Tel: 020 8489 6949

4. Executive Summary

4.1 This report outlines the main proposals in the Police & Justice Bill which relate to the work of Crime and Disorder Partnerships (CDRPs). These proposals address structures, accountability and governance, delivery, mainstreaming and standards.

4.2 Overall, Haringey welcomes the thrust of the proposals but awaits the detail, which will emerge from the planned consultation events during the Summer. The Haringey CDRP – Safer Communities Executive Board - has already made progress on some of the recommendations, especially in relation to data/auditing and arrangements for neighbourhood working. Haringey is ahead of most or all London boroughs in this respect.

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

5.1 None at this stage

6. Local Government (Access to Information) Act 1985

6.1 Briefings from the Home Office and the Local Government Information Unit were used as reference documents

7. Background

7.1 This Bill builds on a series of significant reports since 2000, which include 'Calling Time on Crime' HMIC (2000) and two Audit Commission reports (2002 and 2004), which aim to improve outcomes from partnership working.

7.2 The Bill is also running in parallel with the development of a new Local Government White Paper examining the relationship between Crime and Disorder Partnerships (CDRPs) and Local Strategic Partnerships (LSPs). Officials are, therefore, ensuring that the two dovetail and reinforce each other.

7.3 The partnership landscape has altered considerably since the introduction of the Crime and Disorder Act in 1998. A review was, therefore, considered overdue and was undertaken between November 2004 and January 2005 with the aim of making CDRPs more effective vehicles for tackling crime, anti-social behaviour and substance misuse at the local level.

7.4 The participating bodies were the Home Office, Local Government Association, the Association of Chief Police Officers and the Association of Policy Authorities. It should be noted that the detail of how these proposals will actually be implemented within individual partnerships has yet to be crystallised. The Home Office is overseeing a

series of stakeholder consultation events at which this detail will be explored and Haringey will be represented at some of these of these. The Bill is due to become law by December 2006.

8. Description

8.1 The review proposes changes in the areas of: Governance and Accountability, Structures, Delivery, Mainstreaming and National Standards. The overall objectives are:

- To reduce the bureaucratic burden on Crime and Disorder Partnerships (CDRPs)
- To streamline delivery of partnership outcomes
- To improve inter-agency working
- To strengthen the visibility and democratic accountability of CDRPs

Governance and accountability

8.2 Proposals in this area aim to improve the public visibility and accountability of CDRPs in their localities. A set of clearly understood minimum national standards for community safety work is recommended. This should help clarify for the public and all participating bodies what is expected from the partnership and also aims to improve community engagement, especially in relation to socially excluded groups.

8.3 An enhanced role is anticipated for Overview and Scrutiny Committees to scrutinise the work of CDRPs and to co-opt members of the wider partnership into the process with an active role envisaged for the relevant Executive Member. A precedent for this approach exists in relation to the health service under the Health and Social Care Act 2001.

8.4 Provision for a 'community call for action' is included in the Bill to enable members of the public or community groups to hold the CDRP to account if it has failed to address important community safety issues. It is intended that ward Councillors and representatives of the CDRP will work closely in neighbourhoods to prevent an appeal to the Executive or ultimately to the Overview and Scrutiny Committee.

8.5 The Crime and Disorder Act review, carried out by the Home Office this year, states: "It would seem clear that the local authority cabinet member with responsibility for community safety must be a member of the Local Strategic Partnership: it is at the LSP where the strategic decisions affecting Crime and Disorder Reduction Partnerships will be made under our new model, and it is also here where the Local Authority Agreement is managed. Having the community safety portfolio holder fully engaged with these key processes will be essential."

Comments: Haringey welcomes the introduction of national standards, which is overdue and should bring greater understanding and recognition of the work of CDRPs. Wider representation on Overview and Scrutiny panels should be welcomed. However, further discussion and clarity is required about the exact membership and roles in relation to other partnership bodies (see structures below). There is a need to be

mindful not to overburden existing partners and to ensure a clear division of responsibilities. It also raises the question of the level of accountability and compliance of non-Council services to such a process eg the court system.

In relation to point 8.4, Haringey now has a dedicated Police Safer Neighbourhood Teams (SNTs), in each ward and the Council are also rolling out a neighbourhood model across the borough with a strengthened team in the 7 area assembly areas. The work of the SNTs will be driven for the most part by locally identified priorities and overseen by a ward panel. The ward panels will report into multi-disciplinary neighbourhood boards. These arrangements should go a long way to satisfying the community that their needs are being met. However, close and effective partnership working between Council neighbourhood management teams and SNTs on the ground will be crucial. Co-ordinated communication, problem-solving, and resource management will be key.

Structures

- 8.6 The Bill proposes a split between the strategic and operational functions of CDRPs. This is aimed at entrusting LSPs with setting the overall strategic direction of community safety work in the context of a co-ordinated LAA. This would leave the CDRP to plan and secure the operational delivery of those strategic aims.

Comments: Haringey recognises the benefits that could follow from firmer strategic links being made across the work of the LSP. This should go beyond the Safer and Stronger LAA block to look at how the work around young people, wellbeing, better places and worklessness contributes to achieving community safety and vice versa. If the Haringey Strategic Partnership is going to steer the overall strategic direction, it will need to receive and duly consider evidence-based and informative reports of what is happening on the ground. It will also need to cement its role in strategic decision-making and dynamic performance management.

Given the wide ranging responsibilities of the HSP it may be difficult for them to replace the strategic role of CDRPs due to basic time constraints. It also reduces local flexibility in determining how strategic partnerships are most effectively organised.

There is potential for significant overlap between the membership and roles of an extended Scrutiny Committee, a revised HSP and the CDRP. As already stated, there is a need to be mindful of maximising the time and efficiency of those partners who regularly attend several partnership boards, and ensure that roles are properly defined.

Delivery

- 8.7 This aspect of the Bill is further promoting the use of the National Intelligence Model (NIM) as a vehicle for co-ordinating data and analysis. It is proposed that a six-monthly 'strategic assessment' be produced by the partnership to replace the current police quarterly report and that this be part of a rolling audit and planning process using real time data and information. This would replace the requirement for a 3-year crime and drugs audit. There is also a proposal to strengthen information sharing and to extend the list of agencies bound by information and data sharing legislation. It will be a requirement on all CDRPs to have a signed Information Sharing Protocol (ISP).

- 8.8 In an attempt to further reduce bureaucracy, it is also proposed that the annual review of partnership work should be presented to the public as a short and informative document to replace a formal annual report to the Home Office and regional bodies.

Comments: Haringey CDRP is ahead of the game in this area and welcomes all the above recommendations. The CDRP already has a signed ISP, although further work is required during the year to maintain dynamic exchange of information. The partnership has also moved the traditional strategic assessment beyond the police to include data and analysis from other partners. Haringey has a corporate Information Sharing Group and a Safer Communities Data Analysts' Group in place. The CDRP welcomes the recommendations on reporting back progress to communities and Haringey's public annual review is already underway.

Many of these proposals aim to reduce some of the administrative burden on CDRPs and, as such, are welcome. However, further streamlining and co-ordination of performance management is also needed, if partnerships are to spend more time on problem-solving and analysis and less on administration.

Mainstreaming

- 8.9 There is a significant recommendation in the Bill, which extends the definition of section 17 of the C&D Act (mainstreaming requirement) to include anti-social behaviour, behaviour adversely affecting the environment and substance misuse. This will require all relevant agencies and service departments to build in considerations to cover crime, disorder and all the above issues into their governance and decision-making processes.
- 8.10 The Bill intends to place a duty rather than a power on key partner agencies to share relevant depersonalised data in the interests of preventing crime, substance misuse, disorder and anti-social behaviour. The list of responsible agencies may well be extended by primary or secondary legislation.

Comments: The contribution by key services (and their impact on) preventing and reducing crime and related problems needs to be more clearly understood and flagged up. However, Section 17 has proved to be of limited value in mainstreaming and so this change may have little impact. Preparations for the Local Area Agreement should assist with this.

In relation to point 8.9, 30 partner agencies in Haringey have signed the Information Sharing Protocol and the benefits of this will be further promoted during the year. Progress on information and data sharing is best progressed through good quality relationships with partners which build up trust and are underpinned by solid processes. Partner agencies also need to see the outcomes which can be achieved from data sharing and Haringey's multi-agency information and data analysts' groups are making good progress in this respect. Having a duty rather than a power is, therefore, unlikely to bring further benefit.

9 Consultation

- 9.7 The Home Office is running a series of consultative workshops with representatives from the CDRPs during the Summer months.
- 9.8 It is unlikely that any of the proposals contained in the Bill would meet with public disapproval.

10 Financial Implications

- 10.7 The Home Office has calculated that their recommendations will result in some overall savings in reduced bureaucracy and increased efficiency. A large percentage of community safety work relies on external funding and there will be continued pressure for partnerships to mainstream community safety work over time.

11 Recommendations

- 11.7 To note the report

12 Comments of the Director of Finance

- 12.7 At this time, there are no additional comments to make.

13 Comments of the Head of Legal Services

- 13.1 The Police and Justice Bill was published in the House of Commons on 25 January 2006. The London Borough of Haringey, as a Responsible Authority, has a statutory duty to work with other local agencies and organisations to develop and implement strategies to tackle crime and disorder including anti-social and other behaviour adversely affecting the local environment as well as the misuse of drugs in their area pursuant to s6 of the Crime and Disorder Act 1998 as amended by s97 & s98 Police Reform Act 2002 and s1, Clean Neighbourhoods & Environment Act 2005.
- 13.2 These statutory partnerships are known as Crime and Disorder Reduction Partnerships (CDRPs). In relation to this report one of the key aspects of the Bill is to ensure that Local Authorities work together with the Police to ensure the more effective workings of these Crime and Disorder Reduction Partnerships. Any introduction and implementation of proposals pursuant to the Bill by the Council will need to take into account the European Convention of Human Rights, the Human Rights Act 1998 and any council and departmental policies in relation to enforcement and ensure education of those within our borough takes place.

Equalities Implications

- 13.7 The proper implementation of these proposals would impact favourably on socially excluded and disadvantaged communities.

14 Use of Appendices / Tables / Photographs

- 14.7 None

Ref: Safer communities/reports/cembPJBillMay06.doc

The Executive

On 13 June 2006

Report Title: **Implications of Respect Action Plan**Forward Plan reference number (if applicable): **23**Report of: **Assistance Chief Executive, David Hennings**Wards(s) affected: **All**Report for: **Non Key Decision****1. Purpose**

- 1.1 To provide an overview of the Respect Action Plan, outline current practice in relation to the Respect Agenda, and highlight implications for Haringey Council.

2. Introduction by Executive Member for Crime and Community Safety

- 2.1 The Government's Respect Action Plan was published on Tuesday 10 January by 16 Ministers to illustrate that the agenda now commands cross-departmental support and features highly in the government's programme.
- 2.2 The plan, which is described as "*deepening, widening and furthering*" the government's commitment to tackling anti-social behaviour, includes initiatives for parents, schools, 'problem' families, communities and local authorities.
- 2.3 The Respect Action Plan must be read in conjunction with a number of other government papers and bills, such as *Youth Matters*, *Building Communities*, *Beating Crime*, the Cleaner Neighbourhoods and Environment Bill, Police and Justice Bill, and the Education Bill.
- 2.4 This report highlights areas that are likely to be of particular interest of Executive Members. A detailed table is show in appendix 1 which sets out a brief description of each initiative under the six relevant chapters, notes current practice, identifies the implications for the Council, and notes initiatives that the government is consulting on.

3. Recommendations

3.1 To note the report

3.2 To ask officers to develop and cost an action plan to achieve respect standards.

Report Authorised by: **David Hennings, Assistance Chief Executive**

Contact Officer: **Claire Kowalska, Acting Community Safety Manager**
Telephone 020 8489 2510

4. Executive Summary

4.1 The purpose of this report is to provide an overview of the government's Respect Action Plan, outline current practice in relation to the Respect Agenda, and highlight implications for Haringey Council.

4.2 The following is a brief summary of the key initiatives from the Respect Action Plan:

Young People - introduction of a national youth volunteering service, a Sports Champion mentoring programme and pilot of Youth Opportunities Cards.

Schools - an extension of targeted action against truancy and a new duty on councils to identify truancy and support children back into education.

Support for parents and families - establishment of a National Parenting Academy and extension of parenting contracts.

Housing - consultation on new closure orders and proposals for a respect standard for housing management.

Neighbourhoods - proposals for neighbourhood charters, policing and warden schemes, and a national non emergency community safety number.

Enforcement against anti-social behaviour- extensions to Penalty Notices Disorder (PNDs), new models for conditional cautioning, and further measures on Anti-Social Behaviour Injunctions (ASBI).

5. Reasons for any change in policy or for new policy development

5.1 None

6. Local Government (Access to Information) Act 1985

The following background reports were used in the development of this report.

- 6.1 Respect Action Plan, Respect Task Force, Home Office
- 6.2 Report to Anti-Social Behaviour Partnership Board on 25 January: Briefing on the Respect Action Plan

7. Background

- 7.1 Rt. Hon. Tony Blair announced the *Respect Action Plan* on Tuesday 10 January. At the same time, 16 Ministers were engaged in Respect activities throughout the country to illustrate that the agenda now commands cross-departmental support and features highly in the government's programme.
- 7.2 The Respect Action Plan sets out how a broader approach can be taken; it recognises that as well as enforcement, the causes of anti-social behaviour must be dealt with by working through families, schools and communities. The plan, which is described as "*deepening, widening and furthering*" the government's commitment to tackling anti-social behaviour, includes initiatives for parents, schools, 'problem' families, communities and local authorities.
- 7.3 The Respect Action Plan must be read in conjunction with a number of other government papers and bills, such as *Youth Matters*, *Building Communities*, *Beating Crime*, the Cleaner Neighbourhoods and Environment Bill, Police and Justice Bill, and the Education Bill.

8. Respect Action Plan

Activities for Children and Young People

- 8.1 This chapter acknowledges that constructive and purposeful activities have enormous benefits for young people. The proposals contained in this chapter are largely contained within the government Green Paper *Youth Matters*, including:
 - The introduction of a national youth volunteering service and a Sports Champion mentoring programme.
 - Proposals to devolve funding streams for youth services to a local level and provide additional funding.
 - The expansion of the Youth Opportunity Fund and a pilot of Youth Opportunities Cards in a number of areas.
- 8.2 The Council is well placed to cover this work, through current and planned provision of sports programmes (Positive Futures, KICKZ), volunteer programmes, and peer mentoring (Leaders in Training).

Schools – Improving Behaviour and Attendance

- 8.3 This section is largely focused on exclusions and truanting, and includes a number of proposals outlined in the Education Bill. Proposals include:
- Truancy – duty on councils to identify all children missing from school and ensuring their re entry into mainstream education or alternative provision; all schools will be part of partnerships to manage behaviour and persistent truancy; schools will receive devolved funding from local authorities to manage this work; targeted action against persistent truants including dedicated truancy officers.
 - Exclusions – requirements for parents, schools and councils to arrange supervision for excluded pupils; councils to provide full time education for excluded pupils from the sixth (rather than sixteenth) day of exclusion; a crack down on the use of unofficial exclusions by teachers.
- 8.4 There is scope for partnership work between youth providers to coordinate activity. Consideration needs to be given to pupils who reside outside of Haringey/attend schools outside Haringey, and who are identified by Haringey Truancy Patrol. There are staffing and funding implications as well as Child Protection concerns in returning them to schools outside of Haringey. Also, there is an issue regarding the schools' actions after truants are returned there. Schools need to take a more active role in ensuring the root causes of the truanting are addressed.
- 8.5 There will be implications for Haringey if the requirement to provide for exclusions of more than 5 days is agreed. Although it is likely that schools will have to meet the cost of this provision, there will be practical and organisational implications of making alternative provision for an increased number of students.

Supporting Families

- 8.6 This section includes a proposal to enable councils to have the power to extend the range of agencies that can enter into parenting contracts and orders. (They could include safer community officers or housing officers). Schools will also be able to seek parenting orders and a new trigger of 'serious misbehaviour' will be added to the existing trigger of exclusion from school, so a parenting order can be made before a child is excluded.
- 8.7 If this piece of legislation is to be enacted, the Children's Service will need to identify new resources to enable the orders to be carried out as the YOS does not have the capacity to take on these additional orders. Furthermore, the Council will need to identify and develop procedures for the breach of parenting orders and who will carry out this function.
- 8.8 The commitment of £45 million existing funding for the Youth Justice Board over the next three years is re-stated. It is to be channelled particularly towards parenting programmes to prevent anti social behaviour.

- 8.9 It is unfortunate that the funding is short term and ends in March 2008. Youth crime is rising in some areas in the east and funding for two years will not eradicate the problem. Serious thought needs to be given to long term commitment to this area of work if long term solutions are expected.

A New Approach to the Most Challenging Families

- 8.10 The Government wants to build on the success of the Dundee Families project. By 2007 all local authorities will have Local Area Agreements with a total annual expenditure of £81 billion. The government will include a mandatory outcome that will require them to ensure that intensive family support projects are in place where they are needed. Mainstream funding is expected to be reprioritised and the only new funding available is £28 million to get the schemes off the ground and provide parenting support. It is currently unclear how this money will be distributed and the Government will be producing comprehensive guidance and will assist areas directly.
- 8.11 The aim over the long term is to mainstream approaches to supporting challenging families with the development of a cross government strategy. Crime and Disorder Reduction Partnerships (CDRPs) may be made the accountable body for anti-social behaviour and the government wants to ensure that integrated working between agencies is not hampered by over-complicated funding streams. Government also wants to make sure that overall approaches are evaluated to see if cost-savings can be made.

Strengthening Communities

- 8.12 Strong housing management is seen as making a difference to the quality of life of tenants and the wider community. The plan is to make a direct link between housing enforcement powers, e.g. demotion of tenancies and the provision of support and rehabilitation programmes.
- 8.13 The action plan outlines a Respect Standard for social landlords and their partners which will include commitments on the part of landlords and partners to:
- involve the community in setting and enforcing standards
 - provide incentives to reward tenants for respecting neighbourhoods
 - handle complaints quickly
 - protection for complainants and witnesses
 - deliver early interventions to stop problems escalating
 - support to tackle the causes of ASB and help people get 'back on track'
 - publicising action taken
 - deliver preventative approaches
- 8.14 If Haringey Council wishes to be 'Respect Standard' accredited, in addition to setting out how we meet the standards, we will be required to complete our Policies and Procedures on ASB and publish a summary document on the Internet. This piece of work is overdue, however a strategy is in place.

8.15 Other proposals include:

- a 'community call for action' (giving people powers to formally request speedy action for a duty on ward councillors, or referring to the council scrutiny committee);
- a neighbourhood charter for every area; and
- regular 'face the people sessions' for senior CDRP representatives.

Effective Enforcement and Community Justice

8.16 The Government is not satisfied with existing enforcement measures and is considering strengthening current measures and introducing new powers. The most significant is the plan to consult on the introduction of a power to close any residential or licensed premises, regardless of tenure, which is causing significant, persistent and serious nuisance to the community. This is an extension of the 'crack house' closure powers and is seen as a last resort.

8.17 If this power is introduced, there will need to be very careful control over which properties are closed down. Closing the property down temporarily will bring immediate relief to affected residents but will not discharge the Council's responsibility to house the occupants until possession proceedings are commenced.

8.18 Presumably if the behaviour was so bad, the Council will have already instigated possession proceedings.

8.19 For private sector properties, the Council will have a duty to house temporarily if there are dependants or vulnerable residents in occupation. These private sector residents will then be allowed back to the original property once the closure period has expired.

9. Consultation

9.1 All relevant council departments contributed to the development of this paper.

10. Financial Implications

10.1 As this is a noting paper, there are no financial implications arising out of this paper. There will be financial implications arising from a number of the proposals in the Respect Action Plan. However, it is beyond the scope of this paper to identify them.

11. Recommendations

11.1 To note this report.

12. Comments of the Director of Finance

12.1 See financial implications under Item 10 above

13. Comments of the Head of Legal Services

- 13.1 The Head of Legal Services has been consulted in the preparation of this report, and makes the following comments.
- 13.2 The Respect Agenda touches on a number of areas as described below.
- 13.3 Education / Criminal Implications
- 13.4 The initiatives described in the Report and appended action plan reflect the new powers and duties set out in Parts 1 – 7 of the Education and Inspections Bill 2006. The report accurately summarises the effects of the key provisions of the proposed legislation.
- 13.5 Warning letters are currently being circulated through schools to inform parents of the possible future use of Fixed Penalty Notices (FPNs) for truancy. The Legal Service is working closely with Education Welfare Officers to ensure that support will be provided, where needed, to prosecute those parents who fail to pay.
- 13.6 Anti-social Behaviour / Housing Implications
- 13.7 As the report touches on – at paragraphs 8.17 / 8.19 – any new power to close residential premises on grounds of nuisance will potentially have a knock on effect on the Council's resources in terms of the need to temporarily house those in occupation who can bring themselves within the provisions of the homelessness legislation ie they are homeless, eligible to be granted housing and are in priority need for housing based on, for example, pregnancy / age / health / responsibility for dependent children grounds. The temporary duty to house only ends once the Council has investigated the cause of homelessness and notified the applicant of its decision on whether or not an offer of accommodation is to be made. If the decision made is not to offer accommodation, then the applicant can apply to the Council for it to review its decision, followed by an appeal to the County Court. The Council has a discretion to continue to house the applicant throughout this process.
- 13.8 Regardless of the above implications, the decision to close should, however, be taken on the merits of each individual case.

14 Equalities Implications

- 14.1 On the positive side, the neediest families and communities are likely to gain from a number of the initiatives contained within the Respect Action Plan. However, care needs to be taken not to stigmatize our more vulnerable residents.

15 Use of Appendices/ Tables/ Photographs

- 15.1 Table 1: Respect Action Plan 2006

RESPECT ACTION PLAN 2006

ACTIVITIES FOR CHILDREN AND YOUNG PEOPLE			
ACTION PLAN INITIATIVES	CURRENT ACTIVITY	IMPLICATIONS	CONSULTING
<p><u>Implementing Proposals from Youth Matters</u></p> <ul style="list-style-type: none"> Establish a Youth Opportunity Card pilot which will be topped up with financial credits to encourage young people to take part in positive activities. 	<p>In Haringey, children and young people aged under 16 years of age can obtain an ActiveCard (Eazycard) for £13.60 (cash) or £12.60 (Direct Debit) per month, giving access to all casual use facilities/activities e.g. swimming, SHOKK Gym, squash, athletics, badminton and further discounts on coached courses/sessions.</p> <p>We are also about to introduce a swim only option at around £11 per month. Children under 5 years of age can currently swim for free. Also, we provide a year's free swim pass on successful completion of schools teaching programme.</p> <p>We also host initiatives targeting specific disadvantaged groups which are subsidised by other agencies.</p>	<p>The Youth Opportunity Card will give young people the freedom of choice and through this influence the provision and delivery of our current services.</p> <p>There are income implications if free use were to be introduced. The impact would be in excess of £150K per annum, based on current income levels, and thus would require review of subsidy and/or who meets cost.</p> <p>We are proposing to undertake a more fundamental Pricing/Charging Policy Review in 2006/7, and could thus explore the potential/challenges in more detail at that stage.</p>	NO
<p><u>Targeting disadvantaged young people through sport</u></p> <ul style="list-style-type: none"> Work with regional tiers of 	<p>We are targeting at risk young people through sports with the work we are currently delivering through the Positive Futures Programme. All our sporting activities are</p>	<p>Young people can gain skills in sports, as well as maintain a healthy lifestyle through participating in sports activities. It is important for all young people to feel they can be</p>	NO

<p>sporting organisations and arts councils to ensure that funding is channelled into activities for disadvantaged youth</p>	<p>underpinned with an educational programme which consists of workshops in the areas of Healthy Lifestyles, Drugs Awareness and Sexual Health. Young people are also given exit routes with coaching qualifications in Football and Basketball.</p> <p>Young people can also gain accreditation through the Sports leaders Awards, ASDAN and Millennium Volunteers. Young people who are on the Youth Inclusion Programme (YIP) are also part of Positive Futures sports programmes.</p> <p>With the implementation of the Youth Service restructure we will be delivering all sports activities with the Positive Futures ethos across the borough.</p> <p>We are supporting the Football programme at Broadwater Farm and also the KICKZ initiative which is due to be piloted at Ferry Lane with SPURS.</p>	<p>included in sports activities regardless of their level of skill or talent.</p> <p>Haringey is well placed to cover this work, through our current and planned provision.</p>	
<p><u>Volunteer Service</u></p> <ul style="list-style-type: none"> Establish a nation youth volunteering service to fund gap year volunteering for those young people that can't afford it 	<p>Young people who have shown an interest in youth work are able to volunteer with us at the Youth Centres. We encourage all young people who wish to volunteer to participate at the Wood Green Leaders In Training Programme; which is in partnership with YIP and Positive Futures. Young people receive training through Personal Development workshops and are encouraged to attend</p>	<p>This initiative could allow positively motivated young students to gain experience of working, through volunteering, in environments they may not have previously had the opportunity to be in.</p> <p>Haringey has begun to provide volunteering experiences for young people, but this would need to be built on by various Council</p>	<p>NO</p>

	and are supported during their Youth Work Training on NVQ level 1	Departments.	
<u>Expanding Mentoring</u> <ul style="list-style-type: none"> Establishing peer-mentoring schemes in 180 secondary schools over two years. 	<p>We are delivering Peer Mentoring training as part of our Wood Green Leaders In Training programmes. Young people who have completed their training receive ASDAN and Duke of Edinburgh accreditation and are then allocated year 7 students who have been referred from local schools. We are also in the process of expanding this scheme to offer mentoring to the young people who are on the Junior YIP programme as well as the younger YIP core 50.</p> <p>Further investigation needed into how well established mentoring schemes are in primary schools.</p>	<p>Again, Haringey can build on a good start. This initiative, if planned and managed properly, has the potential of being extremely effective. This will further increase the motivation, self-awareness and sense of achievement for the young people who volunteer as peer mentors. It will also be an effective way of positively influencing other young people who are influenced by negative peers or role models.</p>	NO
SCHOOLS – IMPROVING BEHAVIOUR AND ATTENDANCE			
ACTION PLAN INITIATIVES	CURRENT ACTIVITY	IMPLICATIONS	CONSULTING
<u>New legislation to tackle poor behaviour</u> <ul style="list-style-type: none"> Right to discipline students Requirement to arrange supervision for excluded pupils Ability to use parenting 	<p>Haringey is part of the national Behaviour Improvement Programme (BiP). This is intended to improve attendance, reduce exclusion and reduce the incidence of youth crime. The initiative is focused on four secondary schools and eight primary schools.</p> <p>The proposals relating to the right to</p>	<p>Permanent exclusions from Haringey schools are stable and remain at a relatively low level. These have remained consistent, even through the period of change and reduction in local authority powers has not led to an increase in permanent exclusion.</p> <p>The recommendations for behaviour management arising from the White Paper</p>	NO

<p>contracts and apply for parenting orders</p>	<p>discipline students do not represent significant policy change, but they do clarify existing policy. Behaviour and exclusion is now a matter primarily for the governing body. The local authority does not have any powers of reinstatement of excluded pupils.</p> <p>There is a proposal to extend the requirement for students to access alternative provision if they are excluded for more than 5 days (currently the requirement is for more than 15 days).</p> <p>Parenting orders and parenting contract are part of the current range of strategies that can be used to improve children and young people's behaviour. These need to be linked to support programmes for parents/carers.</p>	<p>(based on Steer Report) are very positive and reflect many of the principles already in place in Haringey.</p> <p>There will be implications for Haringey if the requirement to provide for exclusions of more than 5 days is agreed. Although it is likely that schools will have to meet the cost of this provision, there will be practical and organisational implications of making alternative provision for an increased number of students.</p>	
<p><u>Truancy Partnerships</u></p> <ul style="list-style-type: none"> Local partnership to identify persistent students and offer support 	<p>The Education Welfare Service (EWS) coordinates truancy patrols, staffed with Safer Schools Police Officers and Education Welfare Service (from the local authority and from secondary schools) staff.</p> <p>The truancy protocol has been agreed with the Metropolitan Police and EWS, and training for officers on patrol has taken place.</p> <p>Current EWS staffing permits two patrols per academic year, in line with DfES requests</p>	<p>There is scope for partnership work between youth providers to coordinate activity e.g. increasing patrols.</p> <p>Funding for the minibus for the truancy patrols in 06/07 has yet to be identified</p> <p>Consideration does need to be given to pupils who reside outside of Haringey/attend schools outside Haringey, and who are identified by Haringey Truancy Patrol. There are staffing and funding implications as well as Child Protection concerns in returning them to schools outside of</p>	<p>NO</p>

	<p>One patrol has incorporated officers from the ASBAT team.</p> <p>Schools and Local authority Officers are asked to identify 'hotspots' known to be frequented by truants prior to each truancy patrol</p> <p>Negotiation has taken place with Youth Service for the provision of a 'place of safety' at Bruce Grove for truants to be taken to, when building is complete.</p> <p>50% of pupils identified by truancy patrols are with parents/carers (this is the position nationally), and many pupils are not on roll at Haringey schools.</p>	<p>Haringey.</p> <p>Also, there is an issue regarding the schools' actions after truants are returned there. Schools need to take a more active role in ensuring the root causes of the truancing are addressed.</p>	
<p><u>Targeted Action on Persistent Truants</u></p> <ul style="list-style-type: none"> • Fast-track system for persistent truants • Coordinated support • Penalty notices for non-co-operation 	<p>The Local Code for Fixed Penalty Notices is in place.</p> <p>A frame work for fast-track prosecution has been drawn up and agreed with Legal Services.</p> <p>Three secondary schools have been identified by DfES as having high levels of persistent truants and work is ongoing in all three schools to target support and intervention.</p> <p>School attendance in Haringey schools has improved over the last three years.</p> <p>Unauthorised absence levels rose slightly in</p>	<p>High pupil mobility means that significant amounts of EWS time are allocated to tracing missing pupils, and this has resource implications. This initiative will have resource implications for the Education Welfare Service and for schools.</p> <p>There is a concern that this could result in some young people truancing due to the fear of being bullied and that they may become criminalised if they do not keep to the conditions of the Fixed Penalty Notice. It is considered that the causes of truancing need to be addressed rather than imposing more work, stretching staff resources for little gain.</p>	<p>NO</p>

	<p>Haringey and nationally in 2004/05, possibly due to increased challenge by schools and Local Authorities of the reasons given by parent/carers for absence, rather than any increase in truancy.</p> <p>The EWS funding has been devolved to secondary schools, in line with the increasing autonomy given to schools. This is likely to impact on the action that can be taken at LA level in terms of prosecution as the secondary EWOs are employed by schools.</p>		
<p><u>Preventing Informal and Unofficial Exclusions</u></p> <ul style="list-style-type: none"> • Good practice guidance to be produced in Spring 2006 	<p>The Children's Service has continuously given a very clear message to schools that informal and unofficial exclusions are illegal. Wherever cases come to the attention of CS officers, the school is challenged and reminded of their statutory responsibilities. This is based on the principle that unofficial exclusions compromise the safety of children and young people and the school remains responsible for each child's safety and welfare if they do not use proper procedures to remove the child.</p>	<p>It is unlikely that a change of practice will be required and Haringey will welcome the new good practice guidance.</p>	<p>NO</p>
<p><u>Taking Action to Identify Children missing Education</u></p> <ul style="list-style-type: none"> • All authorities must have a named individual charged with identifying children missing education 	<p>There is a named individual in Haringey who has responsibility for identifying children missing education.</p>	<p>By requiring all local authorities to have a named individual, this initiative will strengthen information-sharing work between Council departments and other local authorities.</p>	<p>NO</p>

<p><u>Improving Provision to those out of school</u></p> <ul style="list-style-type: none"> Requirement for parents to arrange supervision for excluded pupils Requirement for schools to arrange supervision for excluded pupils 	<p>There is no requirement for parents to arrange alternative provision for excluded pupils. This responsibility rests with the school and Children's Service. It is the parent's responsibility to ensure that pupils take up provision that is offered. The full range of statutory powers is used to ensure that this happens. Schools have responsibility for ensuring that work is set and marked for pupils whilst on exclusion. Schools are reminded of this responsibility and are challenged on cases where they do not fulfil this responsibility.</p>	<p>Work is currently underway involving schools and the Children Service to develop plans for provision for excluded pupils within the context of Building Schools for the Future. This is based on the principle of preventing exclusion wherever possible and ensuring that where exclusion is necessary, provision can be made within the school environment.</p> <p>The requirement for parents and schools to arrange supervision will need to be addressed and monitored.</p>	NO
SUPPORTING FAMILIES			
ACTION PLAN INITIATIVES	CURRENT ACTIVITY	IMPLICATIONS	CONSULTING
<p><u>Improving Local Authority delivery of parenting provision</u></p> <ul style="list-style-type: none"> Guidelines for children's trusts Commissioner's toolkit Parent's champion 	<p>Improving support to parents and carers is one of the priorities in the Children and Young People's Plan 2006-09.</p> <p>Children and Young People's Strategic Partnership is considering the development of the children's trust approach and joint commissioning.</p>	<p>Improving support for parents and strengthening partnership working are intended to improve the delivery of services and outcomes for children and young people in Haringey.</p>	NO
<p><u>Developing workforce</u></p> <ul style="list-style-type: none"> Training for children's workforce on identifying risk factors 	<p>A Workforce Strategy is currently under development as part of the response to the Change for Children Every Child Matters agenda. A report on the Government expectations, progress in</p>	<p>The Strategy, together with the initiatives on the Common Core of Skills & Knowledge, the lead professional and the common assessment framework, should ensure better communication across professional and organisational</p>	NO

	<p>Haringey and planned developments has been made to Children's Services Advisory Committee on 27 February 2006. The strategy will include a training audit and analysis covering current skills, training audit, current spend, and development of training programme/training events.</p>	<p>boundaries throughout the entire children's workforce. These initiatives will equip the workforce with a basic common core of skills and knowledge to enable them to deliver quality, well co-ordinated and consistent children's services</p> <p>The capacity of this workforce to identify risk factors and address them will need to be looked at.</p>	
<p><u>£45m to prevent youth crime and anti-social behaviour</u></p>	<p>The YOS successfully put forward a bid to the Youth Justice Board for two workers to add value to the existing Youth Inclusion Panel workers to work with children and young people aged 8 – 13 years as well as their parents/carers, to prevent offending.</p> <p>These workers will work closely with the ASBAT, joining the current Prevention Team that includes On Track and the Junior Youth Inclusion project funded through the DFES alongside the Children's Fund.</p> <p>The Prevention team has been successful in working in the area of early crime prevention with children aged 4 – 13 and has good working relationships with partner agencies, in particular the Police and ASBAT</p>	<p>In an area of high deprivation like the east of the borough this new resource will help meet an identified need where there is currently a gap in service.</p> <p>It is unfortunate that the funding along with the funding from the DFES (Children's Fund/On Track) is short term and ends in March 2008. Youth crime is rising in some areas in the east and funding for 2 years will not eradicate the problem. The implication is that youth crime will remain a problem and the staff team of 11.5 workers as well as sessional workers will be made redundant.</p> <p>Serious thought needs to be given to long term commitment to this area of work if long term solutions are expected.</p>	NO
<p><u>Legislate to expand use of parenting orders</u></p> <ul style="list-style-type: none"> • New trigger of 'serious 	<p>Parenting orders are rarely proposed by the YOS as the majority of parents engage better if on a voluntarily basis.</p>	<p>If this piece of legislation is to be enacted, the Children's Service will need to identify new resources to enable the orders to be carried out.</p>	NO

<p>misbehaviour'</p> <ul style="list-style-type: none"> Schools will be able to seek parenting orders LAs can extend range of agencies that can enter into parenting contracts 	<p>In addition, the local Youth Court is reluctant to make orders and has sometimes not made an order even with a YOS recommendation.</p>	<p>The YOS does not have the capacity to take on these additional orders.</p> <p>Furthermore, the Council will need to identify and develop procedures for the breach of parenting orders and who will carry out this function.</p> <p>When the YOS apply for a parenting order, the service is required to assess the young person's behaviour and situation, to analyse it within the context of their past and present experience and to balance the welfare of the child against their behaviour. There is a robust system of gate-keeping to ensure that the report is objective.</p> <p>A similar system, in the interest of justice, would need to be implemented by schools seeking parenting orders. The collation of evidence, the writing of reports and attending court will use significant school resources.</p>	
<p><u>Including Parenting in all Youth Court pre-sentence reports</u></p>	<p>Every pre sentence report produced by Haringey YOS for those aged 16 and under includes an assessment of the parent's attitude to their child's offending behaviour and makes a recommendation with regard to whether a parenting order should be made.</p>	<p>This is not a new initiative and has been YOS policy since 2000. It will therefore not have any implications for YOS practice.</p>	<p>NO</p>
<p>CHALLENGING FAMILIES</p>			

ACTION PLAN INITIATIVES	CURRENT ACTIVITY	IMPLICATIONS	CONSULTING
<p><u>Establish a network of Intensive Family Support (IFS) schemes</u></p> <ul style="list-style-type: none"> Mandatory outcome in LAAs that IFS Schemes must be established if needed £28m to get schemes off the ground Jobcentre Plus involvement 	<p>NOT APPLICABLE</p>	<p>The Children's Service is unable to comment on the implications of this initiative at this time. When further details about the Intensive Family Support schemes are provided by central government, the Children's Service will undertake a comprehensive piece of work to consider how best to implement the initiative.</p> <p>£28m across the whole country will be available to provide sufficient resources to each local authority to set up an IFS.</p>	<p>NO</p>
<p><u>Develop cross-government Strategy on most challenging families</u></p> <ul style="list-style-type: none"> Strategy under development 	<p>NOT APPLICABLE</p>	<p>The Children's Service is unable to comment on this initiative until the Strategy is published.</p>	<p>NO</p>
<p><u>Sanctions for households unwilling to engage</u></p> <ul style="list-style-type: none"> Financial penalties or housing benefit measures 	<p>NOT APPLICABLE</p>	<p>In 2003, the Department for Work and Pensions consulted on the proposal to introduce a Housing Benefit sanction for those people that engage in anti-social behaviour. Whilst those consulted agreed that anti-social behaviour must be stopped, concerns were expressed by a large number of respondents about whether the measures would be workable or effective.</p> <p>In view of a number of difficulties highlighted, particularly from local authorities and also both private and registered social landlords, the Government announced at the time that it will</p>	<p>YES</p>

		not proceed with a Housing Benefit sanction. The difficulties identified by those originally consulted are unlikely to change, so it is questionable whether this proposal will be supported.	
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STRENGTHENING COMMUNITIES

ACTION PLAN INITIATIVES	CURRENT ACTIVITY	IMPLICATIONS	CONSULTING
<u>Mandatory respect and anti-social behaviour outcome in all LAAs.</u>	NOT APPLICABLE	Local Authority Agreements will include a mandatory outcome on Respect and anti-social behaviour, taking in family support work as above, as well as neighbourhood management and wardens, and ASB work.	NO
<u>Respect Standard for Housing Management</u> <ul style="list-style-type: none"> Social Landlords will be required to meet Respect Standard Initiative to be lead by Audit Commission 	<p>The Anti-Social Behaviour Action Team has clear service delivery standards:</p> <ul style="list-style-type: none"> To contact the complainant within 24 hours of the complaint To interview within five working days To advise clearly on what the team can or cannot do To provide the name of the officer allocated to the case To agree an action plan with the complainant To consider their safety of utmost concern To offer an independent mediation service To take steps to prosecute the perpetrator 	<p>The service standards set out by the ASBAT are likely to be consistent with the standards that will be set out by central government. However, before the Council can be 'Respect Standard' accredited we will be required to complete our Policies and Procedures on ASB and publish a summary document on the Internet. This piece of work is overdue and was legally required to be completed by 30 December 2004.</p> <p>The Registered Social Landlords (RSLs) Group, which is a subgroup to the ASB Partnership Board, will provide a useful forum for providing assistance to, and sharing best practice amongst, RSLs as they develop their own service standards.</p> <p>These issues will be the subject of internal</p>	YES

	<ul style="list-style-type: none"> To provide information about support agencies. 	discussion between Housing, the ASBAT and the Community Safety Team	
<u>Neighbourhood Charters</u> <ul style="list-style-type: none"> Neighbourhoods should be given opportunity to develop their own charters setting out service standards 	<p>The current eight Safer Neighbourhood Teams will be undertaking community consultation in April 06 to identify priorities for their wards. Each Team will hold a public meeting and a 'Have a Say' Day.</p> <p>Neighbourhood panels consisting of partners and local ward based key opinion formers will be established to help tackle these priorities and to monitor progress. In addition, there will be 7 cross-cutting neighbourhood boards in each Area Assembly area with subsequent neighbourhood plans.</p> <p>In October 06 the process of identifying priorities will be repeated on these 8 wards and the 11 remaining ward Safer Neighbourhood Teams will then link in with the process of consultation and setting up panels.</p>	This proposal will impact on the partnership's work to develop area-based working, and local forums for setting priorities.	NO
<u>Community Call for Action</u> <ul style="list-style-type: none"> New power to give communities formal way of requesting action to be taken by police and LAs 	NOT APPLICABLE	Reference is made to new formal procedures for the community to request action on ASB in the <i>Building Communities, Beating Crime</i> White Paper. Ward councillors will be required to consider ASB issues, and either respond or refer these to a Scrutiny Committee.	NO
<u>Face the People sessions</u>	The Haringey Community and Police Consultative Group holds regular question	A senior council representative (as well as one from the police) will be required to attend public	NO

<ul style="list-style-type: none"> Police and LA representatives to hold questions and answer sessions open to public, media and community groups. 	<p>and answer sessions with the public around police practice.</p>	<p>question and answer sessions. The partnership will need to consider how the Haringey Community and Police Consultative Group is involved in the proposed 'face the people' sessions.</p>	
<p><u>Regeneration Schemes accompanied by measures to manage behaviour</u></p>	<p>Regeneration schemes in Haringey are accompanied by measures to manage behaviour. For example, the ASBAT and the new Bruce grove Youth Centre are both partly funded through the Neighbourhood Renewal Fund.</p> <p>The NDC project uses regeneration money to fund a wide-range of capital projects and activity, and has had the following achievements:</p> <ul style="list-style-type: none"> The brand new £3.8M award winning Laurels Healthy Living Centre on St Ann's Road St Ann's Police Station re-opened and the new Police Kiosk at Seven Sisters Station A new team of Neighbourhood Wardens 1500 homes fitted with additional security measures to prevent burglary Over 800 new lamp posts installed The Clean Team, who target dumped rubbish and remove around 25 tonnes of rubbish each week Parks and green spaces refurbished and improved 	<p>This initiative is unlikely to require a change of practice in Haringey.</p>	<p>NO</p>

	<ul style="list-style-type: none"> • Opening of two youth clubs • Breakfast employment clubs at local schools. 		
ENFORCEMENT AND COMMUNITY JUSTICE			
ACTION PLAN INITIATIVES	CURRENT ACTIVITY	IMPLICATIONS	CONSULTING
<u>Strengthening Summary Powers</u> <ul style="list-style-type: none"> • Consideration of effectiveness of Fixed Penalty Notices • Consideration of fine levels 	<p>Authorised Street Enforcement Officers and Street Enforcement Wardens currently use Fixed Penalty Notices (FPN).</p> <p>Criminal activities covered by FPNs (some FPNs not available until April 06).</p> <ul style="list-style-type: none"> • Littering • Dog fouling • Graffiti • Disorder (Police) • Fly posting • Dog control orders • Noise Nuisance • Abandoning a Vehicle • Exposing Vehicles for Sale on Highway • Carrying out Vehicle Repairs on the Highway 	<p>FPNs are used successfully within Environmental Services. However, consideration must be given to the competency of officers who are authorised to issue such penalties. Partnership working with police colleagues can offer an additional assurance that truthful details of an individual are obtained at the point of issue but this is not a necessity.</p> <p>Publicity of Local Authority powers regarding FPNs should be widespread and relatively frequent, to act as a deterrent but the issuing of FPNs as an immediate sanction should not be confused with failing to warn or educate the community in regard to the Council's Enforcement Policy.</p> <p>Fine levels will need to be looked at.</p>	YES
<u>Raise the level of penalty notices for Disorder (PNDs)</u> <ul style="list-style-type: none"> • Raise fine from £80 - £100 • Piloting PNDs for those under 		<p>The Police deal with public order offences at this time. Health & Safety issues of council staff should be considered before authorisation is given to issue PNDs. Sufficient support and personal protection for officers should be in place prior to this action due to the very nature of the offence</p>	NO

<p>16 years</p> <ul style="list-style-type: none"> Trading Standards officers to issue PNDs 		<p>being tackled.</p>	
<p><u>House Closure Order</u></p> <ul style="list-style-type: none"> Home Office will be consulting on proposal to introduce 'non-crack house closures' 	<p>NOT APPLICABLE</p>	<p>If this is introduced, there will need to be very careful control over which properties are closed down. Closure of a council property WILL NOT give possession, the Council will still need to house the family members temporarily until such time that possession action is instigated. Presumably if the behaviour was so bad, the Council will have already instigated possession proceedings.</p> <p>Closing the property down temporarily will bring immediate relief to affected residents but will not discharge the Council's responsibility to house the occupants until possession proceedings are commenced.</p> <p>For private sector properties, the Council will have a duty to house temporarily if there are dependants or vulnerable residents in occupation. These private sector residents will then be allowed back to the original property once the closure period has expired.</p>	<p>YES</p>
<p><u>Improving Anti-Social Behaviour Injunctions, Local Government Injunctions, and Anti-Social Behaviour Orders</u></p>	<p>The ASBAT currently uses all the legislative tools that the government has introduced to deal with ASB and this includes the use of ASB Injunctions, Local Government Injunctions and ASBOs.</p> <p>The ASBAT takes a holistic and balanced approach to ASB, which includes any</p>	<p>Any move to simplify or improve the current arrangements is welcome.</p> <p>The Council has responded to the Government's proposal to delegate ASBO applications to the ALMO. The council have indicated that they would like to see this option as being left to the Local Authority to decide as to whether to allow</p>	<p>YES</p>

	<p>ASBO applications.</p> <p>The ASBAT targets the right cases and has a 100% record on all legal applications.</p>	the ALMO or TMOs to have delegated authority.	
<p><u>Giving rights of audience in court to community safety staff</u></p>	<p>The ASBAT currently uses a lawyer or barrister for all legal applications.</p>	<p>If ASB practitioners were able to make direct representation to the court on applications, this would save significant costs. However, this proposal does run the risk of applications failing if challenged by other parties, who are represented by experienced lawyers.</p>	NO
<p><u>Increasing protection for public service workers</u></p> <ul style="list-style-type: none"> • MoU between Police and NHS • Consideration about whether NHS needs additional powers to remove anti social people from public areas • Campaign to counter disrespect 	<p>The Teaching Primary Care Trust (TPCT) has a Lone Worker Policy and a 'Harassment in the Workplace' policy both of which cover how staff can protect themselves and how the TPCT will help protect them and deal with offenders. The TPCT has a zero tolerance policy to verbal and physical abuse within the workplace and from users of our services. There are posters advertising this in clinics and surgeries.</p> <p>The Mental Health Trust, LAS and Acute hospitals will all have similar policies defined for the specific areas of work where their staff are engaged.</p> <p>The TPCT works closely with the police (Community officers/safer community division) where necessary to ensure that we are doing everything possible to protect our staff, patients and visitors to</p>	<p>Increased protection for public service workers would be welcomed. The national campaign to counter disrespect would complement the local poster campaign.</p>	YES

	our sites.		
<u>Delivering Community Payback</u> <ul style="list-style-type: none"> National programme making community work by offenders visible. 	<p>There is already work being undertaken in Haringey under the auspices of Community Payback. The Environment Directorate is working with the Probation Service and the Police to ensure communities benefit from the work of offenders.</p> <p>Young offenders carry out reparation linked to the Better Haringey scheme.</p>	<p>This is already being carried out in Haringey and we would be keen to build on this work, if extra resources are identified. However, for some young or vulnerable offenders an assessment of their safety is required.</p>	NO
<u>Directing People to Support</u> <ul style="list-style-type: none"> Encouraging use of Individual Support Orders for young people 	<p>An Individual Support Order (ISO) can be issued alongside an ASBO on a 10-17 year old and can direct the young person to activities that address the underlying causes of their anti-social behaviour, such as anger management issues or alcohol abuse. ISOs were introduced in May 2004.</p> <p>No ISOs have been made in Haringey since the orders were introduced.</p>	<p>The uptake of the Individual Support Orders is very low. This may be because the orders are seen as 'punitive'. It would be useful to review their current use prior to the expansion of the powers, and identify and address any barriers that may exist. Work may then need to be undertaken to break down any incorrect stereotypes.</p>	NO

Reference: safer communities/asb psb/respect agenda/implications from Respect Action Plan

1 March 2006

APPENDIX

We request permission to incorporate this into the report on the Respect Agenda and Action Plan which contains brief comments on the implications for Haringey

Reason for lateness: This was sent by Councillor Canver to senior officers late on Thursday, 18th May. It was accompanied by a statement that the ten pledges below had been co-signed by Councillor Canver and the then Home Office Minister Hazel Blears during her visit to Haringey in the run up to the local elections. Senior Officers were unaware of this until today.

Ten pledges

- 1. A Sergeant-led six-strong police team in every ward**
starting this month and up to full strength by the end of the year
- 2. Modern street lighting on every street**
rolling out modern lighting across the borough to make every street safer and brighter
- 3. Cracking down on rogue landlords and noisy tenants with new powers** regulating landlords and dealing with nuisance neighbours
- 4. Better support for victims of domestic violence**
increasing prosecutions for offenders and improving support for victims
- 5. Getting tough on thugs and vandals with antisocial behaviour orders**
maintaining our record of 100% success in the courts on anti-social behaviour orders
- 6. Providing flagship youth centres and new mobile facilities for young people** with the new youth centre at Bruce Grove, a Duke of Edinburgh award centre and mobile facilities for young people
- 7. Closing down crackhouses and tackling drugs-related crime**
We already have the best record on closing crackhouses in London and we're determined to drive drug crime out of our borough
- 8. Tough sanctions against fly-tippers**
because Haringey residents shouldn't have to pay the costs of fly-tipping
- 9. Clean off offensive graffiti within 24 hours**
and all graffiti within 72 hours
- 10. Modern sports centres providing leisure for everyone**
giving people state-of-the-art facilities for recreation and exercise

EXECUTIVE**On 13 JUNE**Report Title: **DfES – Primary Capital Programme**Forward Plan reference number (if applicable): **[add reference]**Report of: **Sharon Shoesmith – Director, The Children’s Service**Wards(s) affected: **All**Report for: **Key****1. Purpose**

1.1 To seek member approval to submit an expression of interest in the Primary Schools Capital Programme

2. Introduction by Executive Member

2.1 The Haringey primary school estate needs additional capital investment. The council should express an interest in this pilot scheme.

3. Recommendations

3.1 That Haringey submits an expression of interest for Haringey to be considered as a pilot authority.

3.2 That a further report is brought back for members’ consideration once further details emerge as to the nature of the pilot, in particular the financial details of the programme.

Report Authorised by:

**Sharon Shoesmith
Director
The Children’s Service**

Contact Officers: **Ian Bailey – Deputy Director, Business Support & Development
Brendan Wells – Head of Property & Contracts**

4. Executive Summary

4.1 This report seeks members' approval for the Children's Service to submit an expression of interest to the DfES for Haringey to be considered as a pilot authority under the new Primary Schools Capital Programme.

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

5.1 N/A

6. Local Government (Access to Information) Act 1985

6.1 Every Child Matters: Primary Capital Programme

7. Background

7.1 In March 2006, the DfES commenced a consultation process on investment in primary schools across the country. The Department produced a document to support this process entitled:

"Every Child Matters: Primary Capital Programme – Building Primary Schools at the Heart of the Community".

7.2 In this document, the DfES has proposed establishing a number of pilot projects around the country. They have invited expressions of interest from local authorities.

7.3 The purpose of the pilot is stated as:

To develop and define best practice for the programme, to develop the underpinning national and local processes needed to deliver results, and to support and build the capacity of other authorities. For example:

- Responding to parental demand, expanding popular schools, solutions to school failure, federations, trusts and networks of schools;
- Every child matters, using children's trust approach, and extended services;
- Design and procurement issues, e.g. exemplar designs, standardisation, off-site construction, value for money procurement methods, sustainability, use of BB99;
- Involving partners, schools, pupils and communities, and building skills and capacity into the system;
- Joining up planning, funding and monitoring at local and national level across children's and other services.

7.4 There will be around 25 pilots nationally: 2 to 3 per region; with a mix of types and sizes of authority across the country. Funding will be allocated on a formula basis, related to pupil numbers and levels of deprivation.

7.5 Members will be aware of the significant investment which has been attracted to Haringey in the secondary sector through the BSF initiative. Members will also be aware of the investment programme which has commenced in the early years

setting as part of the Sure Start / Children Centre programme. The major area where investment is required is the primary estate.

7.6 There is a considerable amount of investment required in the primary estate in Haringey. In addition to the need to bring our schools up to a 21st century learning environment standard, we have a significant amount of backlog building repairs to address. These include quite basic but essential building fabric components including roofs, windows, boilers, rewiring etc.

7.7 To meet these needs we should submit an expression of interest to the DfES to be considered as a pilot authority. The expression has to be made by 14 June 2006.

7.8 Following this initial expression of interest, a more in-depth evaluation of the benefits to Haringey will be carried out, in the light of further details emerging on the operation of the pilot.

8. Consultation

8.1 The detailed bid will be developed in consultation with Haringey primary schools and their communities.

9. Summary and Conclusions

9.1 Additional investment in the primary estate is needed and an expression of interest should be supported.

10. Recommendations

10.1 That Haringey submits an expression of interest for Haringey to be considered as a pilot authority

10.2 That a further report is brought back for members' consideration once further details emerge as to the nature of the pilot, in particular the financial details of the programme.

11. Comments of the Director of Finance

11.1 There is opportunity to use DfES investment to improve our primary schools and primary-age special schools without, on the face of it, recourse to council resources. There is a possible risk, however, of not being able to deliver a balanced budget when the amount of funding available through the pilot is compared against potential expenditure.

11.2 As with BSF, there are risks on funding sources through possible changes to the grant system and this will need to be considered properly when the financial appraisal is undertaken for the project.

11.3 Given the enormous backlog of repairs, demand for places, and the need to reduce class sizes, a pilot programme of this nature should relieve the council of some budget pressures, while allowing better use of scarce resources.

11.4 In view of the financial and non-financial benefits that would be derived from a pilot programme of this nature, the Director of Finance supports an expression of interest in this scheme.

12. Comments of the Head of Legal Services

12.1 The Head of Legal Services has been consulted on the content of this report. The consultation currently being undertaken by the DfES on the Primary Capital Programme falls generally within the national strategies adopted for primary education. The consultation paper, for which responses are invited by 14 June 2006, invites expressions of interest from authorities to establish regional pilot schemes to run from 2006 to 2008/9. Section 13A of the Education Act 1996 provides that an Authority is under a duty to ensure so, far as it is able to, that its functions relating to the provision of education under the Act are exercised with a view to promoting high standards. Participation in the first stage of this programme will aid the Authority in meeting this duty

13. Equalities Implications

13.1 The children of Haringey deserve the best possible start to life. There is a relationship between the condition of school buildings and the performance of pupils. A number of Haringey schools are in need of significant investment – this applies to schools in the west and east of the borough. If Haringey were to succeed in achieving pilot status under this initiative this could continue to improve the life chances of children in Haringey – in addition to other initiatives already underway (e.g. Sure Start / Children's Centres).

14. Use of Appendices / Tables / Photographs

14.1 None

EXECUTIVE**On 13 JUNE**Report Title: **New School in Haringey Heartlands**Forward Plan reference number (if applicable): **[add reference]**Report of: **Sharon Shoemith – Director, The Children’s Service**Wards(s) affected: **All**Report for: **Key****1. Purpose**

1.1 To initiate a proposal to open a new community secondary school in Haringey Heartlands by September 2010.

2. Introduction by Executive Member

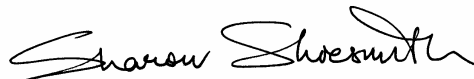
2.1 The proposed new school can play a major part in the regeneration of Haringey Heartlands. Executive should support this proposal, along with tasking officers with the development of a vision for the school to serve the whole community of Haringey.

3. Recommendations

3.1 The Executive support the opening of a new 11-16 school in Haringey Heartlands and to begin the statutory consultation and competition processes.

3.2 To receive a further report in October setting out a Haringey Council proposal.

Report Authorised by:



Sharon Shoemith
Director
The Children’s Service

Contact Officer:

Ian Bailey – Deputy Director
David Williamson – Head of Secondary Innovations

4. Executive Summary

4.1 Rising numbers of pupils in the 11-16 phase require the Council to provide additional places by 2010. BSF provides the funding opportunity to achieve this goal. The introduction of new regulations require that the Council seeks interest from a range of potential education providers to establish a new school. The paper sets out a rationale to establish an inclusive community school. The timescales involved mean that if consultation begins in June, the competition will operate under the Education (New Secondary School Proposals) Regulations 2006 regulations.

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

5.1 N/A

6. Local Government (Access to Information) Act 1985

6.1 The Education (New Secondary School Proposals) Regulations 2006

6.2 BSF Strategic Business Case

7. Background

Detailed analysis of pupil numbers, presented in the BSF strategic business case, demonstrate that Haringey has an increasing number of pupils in primary schools and projections show that we will need to open a new school by 2010. Analysis of pupil distribution and of available sites for building lead us to the conclusion that the school needs to be in the centre of Haringey. Negotiations are now well advanced on the acquisition of a site in Wood Green ('Haringey Heartlands'). The selection of this site confers considerable regeneration benefits as set out in paragraph 8.

Current regulations governing the establishment of additional secondary schools require the Local Authority to engage in an open competition process. 'Bids' can be to establish any of the following types of schools:

- a) Community schools
- b) Foundation schools
- c) Voluntary controlled schools
- d) Voluntary aided schools
- e) Academies

Given the diverse nature of Haringey's school population, we would want to propose that the new school should be a non-denominational, inclusive school, which suggests a community school.

Until June 2006 under Section 70 of the Education Act 2002, local authorities are required to invite proposals for a secondary school if the school will be an “additional” school (e.g. required to meet population growth) and the authority intends to establish a community school. A competition would be decided by the Secretary of State.

However, from June 2006 the Education Act 2005 will come into force. Under Section 66 local authorities will be required to hold a competition whenever statutory proposals are required for a new secondary school, including proposals by promoters (unless, exceptionally, the Secretary of State agrees that a competition need not take place). Under the regulations, proposals will now be decided by the School Organisation Committee or, upon appeal, the Schools Adjudicator, not by the Secretary of State.

These regulations set a requirement to publish a preliminary notice inviting bids for the new school. The notice will invite bids from independent promoters within 4 months. The local authority must then publish details of all received bids, along with any local authority proposal. There will then be a six week representation period in which comments or objections can be made, before the bids are forwarded to the School Organisation Committee for a decision.

Timetable

Section 66 of the Education Act 2005 is expected to come into force during June 2006. With this in mind the following timetable has been constructed to comply with the new regulations.

Report to Executive	13 Jun 2006
Consultation (6 weeks) – must hold public meeting	19 Jun 2006 - 28 Jul 2006
Invitation to bid published (4 months)	7 Aug 2006
Bids Deadline	24 Nov 2006
Representation period (six weeks for comments and objections to bids, including Haringey’s bid) Must have public meeting by 22 nd December 2006	13 Dec 2006
Representation period ends	23 Jan 2007
Deadline to forward Bids to SOC to make a decision	29 Jan 2007
Deadline for decision by SOC	23 Mar 2007

This timetable is consistent with development of a school for September 2010 opening.

In line with the above timetable, a report will be submitted to the Council in October 2006 detailing Haringey’s bid to establish a new community secondary school

8. Present Position

Secured BSF investment will provide the funding for the new school. The planned level of expenditure and accommodation schedule for the school are based on DfES BB98 and on the intended specialisms of the school in visual arts and media, and in provision for students with autism and asperger's syndrome

Evaluation of proposed site for the new school

Several sites were evaluated in a study to examine the best location for the new school. Patterns of pupil population were examined, which led the Authority to the conclusion that a new school in the centre of the Borough would be best placed to meet demand in the future.

The chosen site is in Wood Green, in the centre of the Borough, and is in a Regeneration area known as Haringey Heartlands which includes the 'cultural quarter'. Already there are creative industries established near the proposed site and within a short distance is Wood Green itself, where there are significant opportunities for educational links, with for example, Mountview Theatre Academy Also nearby is Alexandra Palace with its historic links to the media.

The site is 2.43 ha and is adjacent to Alexandra Park, which contains sport pitches; therefore the site is suitable for secondary school use. Access from the site to Alexandra Park is through a pedestrian tunnel under the adjacent railway, owned by Thames Water, with whom access will have to be negotiated.

The site is located within the Heartlands Regeneration Area, and is being promoted as high quality mixed-use urban quarter combining residential, employment ,leisure and new public realm which could benefit from a new secondary school providing extended and full service use and therefore the site scores highly in specialism and site suitability criteria.

The Executive agreed to the recommendation to seek acquisition of the former sand sidings owned by BRBR for the purposes of a new secondary school on this site. Purchase negotiations are at an advanced stage.

Relationship of Site with Local School Network

	Students within 1 km	Total Students
Highgate Wood	36	242
White Hart Lane	26	173
Alexandra Park	21	169
Primary Schools within 1km	8	

The table above suggests that locating a school at the Eastern Utility site would not have any significant impact on any of the surrounding secondary schools and would

also make a positive contribution in achieving one of the principal aims of the Heartlands Development Framework by linking together the east and west of the Borough. The site 'catchment' zone includes eight primary schools.

Socio-Economic Impact

The land forms part of the Heartlands development, which is a significant regeneration scheme in the centre of the Borough. It is one of the largest development opportunities in North London and will contribute towards the regeneration of under used sites and attract major investment into the area. The Draft Haringey Heartlands Development Framework (2003) provides a broad policy and regeneration context for the area. One of the objectives for the Eastern Utility lands is 'improved community facilities, such as provisions for primary health care and improved school provision'. There is a range of development proposals including the establishment of the Cultural Quarter, high quality employment units, new public open space and the creation of a mixed use urban quarter. Therefore a new school at this location could contribute towards the identified needs of this area and scores highly in this respect.

The site would also be in close proximity to a significant amount of residential development, increasing the need for new primary and secondary school places.

Deliverability

The site has several designations within the emerging Unitary Development Plan including the following:

- 'Area of Change' – Policy AC1 establishes the aim of comprehensive redevelopment of the Heartlands/Wood Green area and co-ordinated development which meets identified demands for enhanced and additional community facilities
- Defined Employment Area – Policy EMP1a applies to the site as part of a Regeneration Area, where comprehensive development for mixed use is encouraged in accordance with Policy AC1..
- Schedule 1: Site Specific Proposal 4 – comprehensive mixed use development to include employment, retail, housing, restaurant, healthcare and community facilities including education.

New Community Facilities – Policy CW1 supports proposals for new schools where they relate to adjoining and nearby development and meet a local need.

The principle of educational use on the site is therefore supported by the UDP policies .

The School's Vision and its design implications

Work has already started on an individual school vision (ISV), based on the vision developed in *Bright Futures*, the Council's vision and strategy for 11-19 year olds. The vision recognises the location of the school and the opportunities afforded by the resources within the local community and which points towards the learning environments required to deliver the vision. As part of the visioning process, the following points were identified as levers for transformational developments in learning

and teaching: these are not in priority order but follow the structure of the ISV (a required part of the BSF Outline Business Case).

- Multi-functional classroom spaces suitable for a range of subjects, equipped to a high standard
- Faculty zones with spaces for display and for flexible teaching and learning
- Learning spaces able to accommodate a wider range of teaching group sizes
- Extensive visual arts and media production facilities
- ICT-rich Learning Resource Centre
- Larger, multi-purpose practical rooms to widen the range of vocational programmes
- Good sports facilities
- Large spaces for assemblies and public examinations
- Spaces for informal student interaction including common rooms
- Good access to all areas of the curriculum for people with disabilities and/or sensory impairments
- Good circulation, air quality and acoustics
- Better staff work spaces for preparation, meetings, and informal interaction
- Excellent ICT provision enabling ICT use across the curriculum through subject-specific applications; a centralised electronic learning resource centre; an intranet and extranet to enable remote working for students and staff and anytime, anywhere access to the information they need (both curricular and administrative).

Consultation and support

The school's vision is the outcome of a two year process in which regular reviews by the Local Authority of all schools, notably including the provision in Autumn 2003 of a review of options for school development and the development of *Bright Futures* the Haringey Strategy for 11-19 year olds in 2004/5. In the most recent phase of school visioning, Haringey Council commissioned education advisers from the PfS framework to support the Local Authority in working with all of its secondary and special schools through a three-stage process of defining the vision, conducting a vision translation workshops involving the headteacher, governors and senior staff, and an options appraisal workshop and an options appraisal workshop. This has provided a strong understanding of what we want to achieve as an educational community. It is this foundation that has led to the vision for the new school.

9. Consultation

9.1 All stakeholders as part of the consultation process for Bright Futures and Building Schools for the Future, including:

- All secondary and special schools
- The College of North East London Borough of Haringey
- The Learning and Skills Council
- Partnerships for Schools and DfES
- Children and Young People's Strategic Forum

10. Long Term Strategy

The proposal forms part of the Council's long term strategy to improve outcomes for young people defined in its strategy for 11-19 year olds, *Bright Futures*, one element of which is to renew the secondary estate. This is further detailed in the Strategic and Outline Business cases for Building Schools for the Future.

11. Summary and Conclusions

11.1 The new school will meet a need for places and contribute substantially to regeneration in the Haringey Heartlands.

12. Recommendations

12.1 The Executive to support the opening of a new 11-16 community secondary school in Haringey Heartlands and to begin the statutory consultation and competition processes.

12.2 To receive a further report in October setting out a proposal for a Haringey Council proposal

13. Comments of the Director of Finance

13.1 This is part of the BSF programme currently underway within the Children's Service capital programme, for which a strategic business case was presented to the Executive on 26 July 2005.

13.2 The financial implications of the land acquisition for this project is as contained in a report submitted for discussion at Executive meeting on 21 March 2006. (Please refer to Executive Report entitled 'Acquisition of Former Rail Land for a New Secondary School on Haringey Heartlands').

13.3 The Director of Finance has no objection to beginning the statutory consultation and competition processes subject to the financing arrangements agreed referred to above.

14. Comments of the Head of Legal Services

14.1 The Head of Legal Services has been consulted on the content of this report. The Authority is under a duty to secure that sufficient secondary schools are available for its area under the provisions of Section 14(1) of the Education Act 1996. The arrangements for the establishment of a new secondary school in this timescale will be governed by the provisions of Section 66 of and Schedule 10 to the Education Act 2005. Draft Regulations (The Education (New Secondary School Proposals) Regulations 2006), which deal with the detailed procedure for this process have recently been the subject of consultation by the DfES. The consultation period ended on 8 May 2006 and may result in changes to the Regulations and thus the statutory process, once the final version of the Regulations is published. The specific process and timescale envisaged in this report for the new school located in Haringey Heartlands should be reviewed once the final version of the Regulations is available. In the interim the recommendations set out in the report meet the requirements of the new statutory framework. The timescale envisaged in the report complies with that set out in the draft 2006 Regulations. Regulation 6 of the draft 2006 Regulations sets out the prescribed list of bodies and persons who the local authority must consult before publishing a notice inviting proposals for the new school.

15. Equalities Implications

15.1 The authority is attempting to build a sustainable long-term solution for the Haringey overall project. Part of this solution must entail providing enough pupil places to accommodate children within the area. This means that children will be able to attend their local school.

16. Use of Appendices / Tables / Photographs

16.1 [List any Appendices and their titles]

1. DIRECTOR'S ACTION – 2006-07

Exempt forms are denoted by ♦

No	Directorate	Date received in EMO	Date approved by Director	Date approved by Executive Member/ Leader	Title	Decision
1.	Children's Service	22.05.06	S.Shoesmith 22.05.06		Contracts with Prospects Services Ltd and Careers Enterprise (Futures) Ltd to provide Connexions services	Approval to the waiver of Contract Standing Order 6.4 (Requirement to Tender) and to the award of contracts for Connexions Services to Prospects and to Futures in the sums of £4,200,000 and £1,254,735.67 respectively.

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1. DIRECTOR'S ACTION – 2005-06

Exempt forms are denoted by ♦

No	Directorate	Date received in EMO	Date approved by Director	Date approved by Executive Member/ Leader	Title	Decision
22.	Children's Service	13.03.06	S. Shoesmith 09.03.06	G. Meehan 09.03.06 C. Adje 13.03.06	Bounds Green Schools Amalgamation-Variation of Decision	Approval to vary the decision taken by the Executive on 1 November 2005 to amalgamate Bounds Green Infant and Junior Schools in favour of a 'hard federation' proposal from the two Governing Bodies.
23.	Legal Services	17.03.06	D. Fiore 16.03.06	H. Lister 16.03.06 C. Adje 16.03.06	Nomination to the Board of Bernie Grant Centre Partnership	Approval to the nomination of Dr. Ita O'Donovan (as Chief Executive) as a Director of the Bernie Grant Centre Partnership.
24.	Finance	28.03.06	A. Travers 17.03.06	R. Milner 17.03.06	Appropriation of Houses held in the General Fund into the Housing Revenue Account	Approval to – <ul style="list-style-type: none"> • 22 General Fund Properties being appropriated to the Housing Revenue Account at Open Market Value; • Dwellings let on Service Tenancies continuing to be held by Service Departments pending suitable agreements with the Director of Housing; • The Director of Housing being instructed to obtain by possession by 31 December 2006 two licensed General Fund Houses to enable an open market disposal.
25.	Finance	05.04.06	A. Travers	C. Adje 04.04.06	♦Re-scope of Infrastructure Contract	Approval of the re-scoped contract noting both that the cost of the negotiated package was £1.4 million against contingent resource within the model considered by the Executive of £1 million and that there was no further contingency built into current budgets within the activity. Also to approve a funding approach for the further funding requirement by way of a transfer from general reserves.
26.	Children's Service	27.04.06	S. Shoesmith 27.04.06	G. Meehan 27.04.06	Variation to Planned Admission Numbers of Alexandra and Devonshire Hill primary schools for the 2007/08 school year	Approval to a variation to the proposed admission limits for Devonshire Hill and Alexandra primary schools to 60 and 30 respectively.
27.	Chief Executives	28.04.06	D. Hennings 24.04.06	L. Reith 27.04.06	New Initiative Development Fund (NIDF) – 2005/06	Approval to the payment of grants totalling £36,000 to 19 organisations funded through the Chief Executive mainstream funding programme for this purpose.

1. DIRECTOR'S ACTION – 2005-06

Exempt forms are denoted by ♦

No	Directorate	Date received in EMO	Date approved by Director	Date approved by Executive Member/ Leader	Title	Decision
28.	Chief Executives	19.05.06	A. Travers (p.p. Justin Holliday) 28.03.06	T.Sulaiman	Emergency procurement of Network and Security Services: Award of Contract	♦Approval to the award of the contract for the provision of network and security services to the preferred supplier, Logicalis, as allowed under Contract Standing Order 11 in the total sum of £636,292 p.a. for a period of 2 years with an option to extend for a further 3 years.

The Executive

On 13 June 2006

Report title: URGENT ACTIONS TAKEN IN CONSULTATION WITH EXECUTIVE MEMBERS

Report of: The Chief Executive

1. Purpose

To inform the Executive of urgent actions taken by Directors in consultation with Executive Members.

The report details urgent actions taken by Directors in consultation with Executive Members since last reported. Items number 22-28 (2005-6) and Item 1 (2006-7) have not previously been reported.

2. Recommendations

That the report be noted.

Report authorised by: Ita O'Donovan, Chief Executive

Contact officer: Richard Burbidge

Telephone: 020 8489 2923

4. Access to information:

Local Government (Access to Information) Act 1985

4.1 Background Papers

The following background papers were used in the preparation of this report;

Executive Member Consultation Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at Civic Centre, N22.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

The Executive*On 13 June 2006***Report title: DELEGATED DECISIONS AND SIGNIFICANT ACTIONS****Report of: The Chief Executive****1. Purpose**

To inform the Executive of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers in March and April 2006. Significant actions (decisions involving expenditure of more than £50,000) taken during the same period are also detailed.

2. Recommendations

That the report be noted.

Report authorised by: Ita O'Donovan, Chief Executive**Contact officer:** Richard Burbidge**Telephone:** 020 8489 2923

4. Access to information:

Local Government (Access to Information) Act 1985

4.1 Background Papers

The following background papers were used in the preparation of this report;

Delegated Decisions and Significant Actions Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at Civic Centre, N22.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

ASSISTANT CHIEF EXECUTIVE (Access)

Significant decisions - Delegated Action April 2006

◆ denotes background papers are Exempt.

Items in **bold** denote agreed decisions over £50k

No	Date approved by ACE (Access)	Title	Decision
1.	05/04/06	Tottenham Hotspurs 'Football in the Community': Easter 2006	Agreed
2.	06/04/06	Consultancy Services – NDC Health, Social Care, Sports and Leisure Theme Manager	Agreed
3.	11/04/06	Enforcement Programme – PPWIZ to MP33 Upgrade	Agreed
4.	24/04/06	Microsoft Services for the Enterprise – renewal of Premier Support Services	Agreed
5.	24/04/06	IT Services BS 7799-2:2002 Certification Transition to ISO 27001:2005 / ISO 17799-1:2005	Agreed
6.	24/04/06	Replacement of Electoral Management system	Agreed
7.	26/04/06	Variation to the Anite OHMS contract to include Disaster Recovery and other elements for all Homes for Haringey IT systems	Agreed
8.	27/04/06	Extension of the 'Technically Managed Service' (TMS) to include the Opti-time application	Agreed

ASSISTANT CHIEF EXECUTIVE (Access)

Significant decisions - Delegated Action April 2006

◆ denotes background papers are Exempt.

Items in **bold** denote agreed decisions over £50k

No	Date approved by ACE (Access)	Title	Decision

Delegated Action	
Type	Number

ASSISTANT CHIEF EXECUTIVE (Access)

Significant decisions - Delegated Action March 2006

◆ denotes background papers are Exempt.

Items in **bold** denote agreed decisions over £50k

No	Date approved by ACE (Access)	Title	Decision
1.	09/03/06	Insourcing Programme – Sun Microsystems server and associated support services	Agreed
2.	16/03/06	Consultancy Services – Chestnuts Park Masterplan (stage 1 Work)	Agreed
3.	16/03/06	Mobile working pilot in Social Services	Agreed
4.	16/03/06	Green Lanes Bridge Project	Agreed
5.	16/03/06	Approval to appoint Consultant to provide specialist support and assistance on Governance issues to the Neighbourhood Partnership Boards and for the Bridge New deal for Communities	Agreed
6.	16/03/06	Townscape Heritage Initiative Brice Grove Core Centre (THI) Appointment of Project Architect, Quantity Surveyor and Planning Supervisor	Agreed
7.	20/03/06	NDC Youth Mobile Bus	Agreed
8.	22/03/06	IEG Partner – provision of consultancy services: Request for extension of contract	Agreed
9.	24/03/06	Redevelopment of Units 20-22 Bernard Road, Rangemoor Road	Agreed

ASSISTANT CHIEF EXECUTIVE (Access)

Significant decisions - Delegated Action March 2006

◆ denotes background papers are Exempt.

Items in **bold** denote agreed decisions over £50k

No	Date approved by ACE (Access)	Title	Decision
10.	24/03/06	Maintenance of UPS system, generators, electrics and lighting in Data Centres	Agreed
11.	24/03/06	Mobile working pilot in Social Services (PSO G17)	Agreed
12.	24/03/06	Microsoft Services for the Enterprise – renewal of Premier Support Services	Agreed

Delegated Action

Type	Number

DIRECTOR OF ENVIRONMENT

Significant decisions - Delegated Action 2005/06

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	06/04/06	CCTV Relocation	To award BT redcare vision the contract to carry out the works to relocate the CCTV cameras at a cost of £100,000.
2.	25/04/06	Mannings Funfair on Ducketts Common	To grant permission for the event to take place from the 5 th to 14 th May, generating income of £256,400.
3.	25/04/06	Tottenham Community Festival in Bruce Castle Park	To grant permission for the event to take place on the 17 th June, generating income of £256,400.
4.	25/04/06	It' a Knockout Competition in Finsbury Park	To grant permission for the event to take place on the 3 rd June generating income of £256,400.
5.	25/04/06	Nationwide Funfair on White Hart Lane and Down Lane Recreation Grounds	To grant permission for the event to take place from the 22 nd to 25 th June(WHL) and 27 th to 30 th July (Down), generating income of £256,400 each.
6.	25/04/06	Carters Steam Fair in Prioiry Park	To grant permission for the event to take place from the 30 th June to 2 nd July, generating income of £256,400.

Delegated Action

Type	Number
CSO's	2
Recreation Events (Decision under delegated authority)	5
Service Restructure (Decision under delegated authority)	1
Technical Services (Decision under delegated authority)	1

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DIRECTOR OF ENVIRONMENT

Significant decisions - Delegated Action 2005/06

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	06/03/06	West Green 20mph Zone Scheme	To proceed with the implementation of the 20mph CPZ in the West Green Area with a budget allocation of £150K. (Signed by Lead Member on the 28 th February)
2.	20/03/06	Manning's Funfair in Finsbury Park	To grant permission for the funfair to proceed in Finsbury Park, generation income of £256,400.
3.	20/03/06	Kurdish New Year (Newroz) in Finsbury Park	To grant permission for the Newroz event to go ahead in Finsbury Park on the 26 th March 2006, generation income of £256,400.
4.			

Delegated Action

Type	Number
CSO's	4
Award of Powers (Decision under delegated authority)	1
Recreation Events (Decision under delegated authority)	2
Traffic Calming (Decision under delegated authority)	1

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DIRECTOR OF ENVIRONMENT

Significant decisions - Delegated Action 2005/06

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	20/02/06	Recycling Works Contract Extension proposal	That the Recycling Works contract be extended for a period of 6 months till the 30 th September 2006
2.			
3.			
4.			

Delegated Action

Type	Number
CSO's	5
Creation of New Posts (Decision under delegated authority)	1
Contract Extension (Decision under delegated authority)	1

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DIRECTOR OF THE CHILDREN'S SERVICE

Significant decisions - Delegated Action March and April 2006

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	28.4.06	Approval of Contract for Crowland primary School CSO 11.2– installation of cushion sports surface to sports pitch in Markfield Park (£136,627)	
2.	28.4.06	Request for Waiver of CSO 6.4 – Haringey Children's Fund Programme (£372,000)	
3.	28.4.06	Request for Waiver of CSO 6.3 – Haringey Children's Fund Programme (£188,287)	
4.	14.4.06	Approval for extension of Contract under 13.01 – Family Support Service provided by SPACE (£62,000)	
5.	13.4.06	Approval for award of contract under CSO 11.02 – Family Support Services (£96,000 and £36,000)	
6.	28.3.06	Approval for extension of contract under CSO 13.01 Family Support Service (£62,000)	

DIRECTOR OF THE CHILDREN'S SERVICE

Significant decisions - Delegated Action March and April 2006

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
7.	22.3.06	Approval for award of contract under CSO 11.2 - Park Lane Playgrounds (£146,154.32)	
8.	17.3.06	Request for waiver of CSO 6.04 Outdoor play equipment for Pembury Children's Centre (£50k)	
9.	17.3.06	Request for waiver of CSO 6.04 Outdoor play equipment for Earlsmead Children's Centre (£50k)	
10.	8.3.06	Request for waiver of CSO 6.04 Outdoor play equipment for Haringey Children's Centre (£50k)	
11/	10.3.06	Approval for award of contract under CSO 11.03 – Plevna and Triangle Redevelopment (£3,468,973)	

Delegated Action	
Type	Number
Award of contract under CSO 6.3	5
Award of contract under CSO 6.4	6
Award of contract under CSO 11.2	8
Award of contact under CSO 11.3	1
Award of contact under CSO 13.1a	3

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CHIEF EXECUTIVE

Decisions - Delegated Action May 2006

◆ denotes background papers are Exempt.

No	Date approved by Chief Executive	Title	Decision
1.	8.5.06	Upgrade of Respond – Request for Waiver of Contract Standing Order [CSO] 6.04 [requirement to tender] under CSO7.	Agreed
2.	8.5.06	Upgrade of Respond – Approval for Award of Contract Standing Order [CSO]11.02	Agreed
3.			
4.			
5.			
6.			
7.			

Delegated Action	
Type	Number

EXECUTIVE MEMBER SIGNING CRIME AND COMMUNITY SAFETY
FRIDAY, 17 MARCH 2006

Present: Councillor Canver

IEXM1. URGENT BUSINESS

There were no such items.

IEXM2. DECLARATIONS OF INTEREST

There were no declarations.

IEXM3. MINUTES

RESOLVED:

That the minutes of the meeting held on 30 June 2005 be approved and signed.

IEXM4. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

There were no deputations.

IEXM5. REVIEW OF ENFORCEMENT FEES AND CHARGES 2006/07 (Report of the Director of Environmental Services – Agenda Item 5)

As previously discussed at the Executive Advisory Board, we noted the fees and charges raised for the various services generate income for the Council. We noted that the service budgets assumed an increase of 2.5% on income levels as part of the Budget Process for 2006/2007, and that the increases proposed within the report would meet this need.

RESOLVED:

1. That the increases in fees and charges as proposed in the interleaved report be approved.
2. That the implementation date of the increased fees and charges of 1 April 2006 be approved.
3. That this approval be subject to comments from the Head of Legal Services.

NILGUN CANVER
Executive Member, Crime and Community Safety

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**MINUTES OF THE EXECUTIVE MEMBER SIGNING
THURSDAY, 16 MARCH 2006**

Present: Councillor Hillman

IEXM1. URGENT BUSINESS

There were no such items.

IEXM2. DECLARATIONS OF INTEREST

Councillor Hillman indicated that it was his intention to purchase an 'Active Card' but was advised that he did not need to formally declare this.

IEXM3. MINUTES

RESOLVED:

That the minutes of the meeting held on 17 May 2005 be approved and signed.

IEXM4. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

There were no such items.

IEXM5. SETTING OF RECREATION FEES AND CHARGES 2006/07 (Report of the Director of Environmental Services – Agenda Item 5):

We noted the fees and service charges for Recreation Services for the financial year 2006/7. We noted that overall rises had been kept to an average of 2.5%. The report further set out the replacement of the Eazy Card with the new Active Card, to be used in the Council's leisure centres.

We noted that the fees and charges raised for the various services generated income of £5.2m in 2006/7, which partly offset costs by around 40% for the Council. We noted that the service budget assumed an increase of 2.5% on income levels as part of the Budget Process for 2006/2007, and that the price increase proposed in the report would meet that need.

RESOLVED:

1. That we note the increases in fees and charges being proposed for Recreation Services
2. That the proposed fees and charges to be implemented from 1 April 2006 be approved.

IEXM6. HIGHWAYS WORKS PLAN 2006/07 (Report of the Director of Environmental Services – Agenda Item 6):

This report set out the Council's planned expenditure on investing in the repair, upgrading and improvement of highway infrastructure. The report covered investments to be made from the Council's capital budget as well as expenditure proposals that were to be made using other sources of funding.

**MINUTES OF THE EXECUTIVE MEMBER SIGNING
THURSDAY, 16 MARCH 2006**

We noted both the proposed programme of capital works set out in the Highways Works Plan, and also noted the progress on projects approved in the for Plan for 2006/07. Additionally, we were updated on the progress on developing the Asset Management Plan and actions undertaken to satisfy the requirements of the Traffic Management Act 2004.

RESOLVED:

1. That the 2006/07 Highway Works Plan be approved
2. That no other non-emergency traffic and highway schemes are prioritised during 2006-7
3. That all proposed CPZ schemes following consultation with residents and businesses be referred to the Executive for decision
4. That all other schemes requiring consultation but where results show lack of support, to be referred back to the Executive for decision.
5. That progress on the 2005/6 Highways Works Plan be noted.
6. That the Executive receive a report outlining the Highways Works Plan in March 2007 for the 2007/08 programme of proposed schemes.
7. That the Executive receive a report in April 2007 outlining achievements of the 2006/7 works programme.

PETER HILLMAN
Executive Member Environment and Conservation

**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
TUESDAY, 21 MARCH 2006**

Councillors Milner (Chair), Adje, *Diakides and *Hillman

*Present

Also Present: Councillor Meehan

MINUTE NO.	SUBJECT/DECISION	ACTON BY
PROC87	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were submitted by Councillors Adje and Milner. In the absence of Councillor Milner Councillor Diakides took the Chair.</p>	
PROC88.	<p>MINUTES (Agenda Item 4):</p> <p>RESOLVED:</p> <p>That the minutes of the meeting held on 28 February 2006 be approved and signed.</p>	HMS
PROC89.	<p>RECTORY GARDENS LANDSCAPING WORKS, HIGH STREET HORNSEY, LONDON N8 (Report of the Director of Environmental Services – Agenda Item 6):</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>RESOLVED:</p> <p>That approval be granted to the award of the contract for the soft and hard landscaping of the Rectory Gardens open space on Hornsey High Street to Roadways and Car Parks Ltd in the sum of £231,394.51.</p>	D.Env
PROC90.	<p>REFURBISHMENT OF ALEXANDRA HOUSE (Report of the Director of Finance – Agenda Item 7):</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because of the need to ensure that the contract could commence before the tender expiry date in May 2006.</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the</p>	

**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
TUESDAY, 21 MARCH 2006**

	<p>Authority holding that information).</p> <p>RESOLVED:</p> <p>That, in accordance with Contract Standing Order 11 and subject to the satisfactory resolution between the Council and the landlord with respect to the lease terms, approval be granted to the acceptance of the tender submitted by Mulalley in the sum of £1,689,637.68 in connection with the contract for the refurbishment of Alexandra House.</p>	DF
<p>PROC91.</p>	<p>REQUEST FOR WAIVER OF REQUIREMENT TO TENDER FOR LOOKED AFTER CHILDREN AND ADOLESCENT MENTAL HEALTH (Agenda Item 8):</p> <p>We noted that this item had been withdrawn.</p>	
<p>PROC92.</p>	<p>CROWLAND PRIMARY SCHOOL RE-INSTATEMENT WORKS</p> <p>a) <u>Waiver of Contract Standing Orders</u> (Report of the Director of Environmental Services – Agenda Item 9a):</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because of the need to allow the Council to adhere to its critical timetable to re-occupy the re-instated teaching block by June 2007.</p> <p>We noted that the Corporate Procurement Unit (CPU) had developed a series of framework agreements with main contractors for capital works and that the Children’s Service Property and Contracts Division had been working with the CPU to select a contractor from their framework agreement since November 2005. The CPU had now proposed the name of a suitable contractor for this project. We also noted that whilst the framework agreements had been approved by the Council the contracts had not yet been executed.</p> <p>We were informed that the Children’s Service and CPU were intending to use a JCT standard form of contract as the basis of the formal arrangement between the Council and the contractor and that the design development would allow the Council to invite the preferred contractor to submit a schedule of rates for all the works before a contract was awarded. We were also informed that the Loss Adjustor had confirmed that this approach was acceptable, and that the use of a single preferred contractor from the framework agreement was acceptable given the recent tender action that process involved. Having also noted that the Head of Legal Services had confirmed that there was no legal reason preventing us from approving the recommendation, we</p> <p>RESOLVED:</p>	

**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
TUESDAY, 21 MARCH 2006**

	<p>INSTALLATION OF AN INTEGRATED RECEPTION SYSTEM AND ASSOIATED WORKS (Report of the Director of Housing – Agenda Item 11):</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because of the need to ensure that the contract could commence before the tender expiry date of 24 May 2006.</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>We noted that provision for the spend in 2005/2006 and 2006/2007 existed in the Planned Maintenance budget within the Capital programmes for the respective years and that the balance of the expenditure £36,592 which was forecast to be spent in financial year 2007/2008 would be a first call on the resources available in that year.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, in accordance with Contract Standing Order 11, approval be granted to acceptance of the tender submitted by Makers (UK) Ltd in the sum of £1,292,543.22 with a contract period of 24 weeks in connection with works to 1-128 Kenneth Robbins House. 2. That the total estimated cost, including fees, of £1,463,675.90 be noted. 	DH
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ISIDOROS DIAKIDES
In the Chair

Agenda item:

The Executive**13 June 2006**

Report Title: Appointment of Representatives to Serve on the Haringey Strategic Partnership and its Theme Boards

Forward Plan reference number (if applicable): n/a

Report of: The Chief Executive

Wards(s) affected: All

Report for: Non key decision

1. Purpose

1.1 To propose the appointment of Members to serve on the Haringey Strategic Partnership and its five Theme Boards.

2. Introduction by the Leader of the Council

Haringey Council joined with local agencies to create the Haringey Strategic Partnership (HSP) in April 2002.

One of this administration's priorities is to continue to work constructively with stakeholders and partners and to build on the successes of recent years. The Haringey Strategic Partnership aims to improve the lives of all Haringey residents through effective partnership working between all the service providers across the borough. The role of the Haringey Strategic Partnership Theme Boards is to manage and develop the key objectives of the partnership

The Executive is asked to agree with the recommendations nominating members to be appointed to the respective Theme Boards.

3. Recommendations

3.1 That the Executive Members for Community Involvement, for Crime and Community Safety and for Housing be appointed to serve on the Haringey Strategic Partnership.

3.2 That approval be granted to the following appointments of Members to serve on the Haringey Strategic Partnership Theme Boards indicated –

Better Places Partnership - Executive Member for Community Involvement

The Enterprise Partnership Board - Councillor Egan

Safer Communities Executive Board - Councillor Cooke

Children and Young People's Strategic Partnership Board - Councillor Jones

Well Being Partnership Board - Executive Member for Housing and Councillor tba

Report Authorised by: Dr. Ita O'Donovan, Chief Executive

Contact Officer: Richard Burbidge, Principal Support Manager, Member Services
(Tel. No. 8489 2923 Fax No. 8489 2660).

4. Executive Summary

3.1 Because of the need to arrange meetings of the Haringey Strategic Partnership and its Theme Boards before the summer recess, it has been necessary to bring of the appointment of the Executive's representatives to serve on these bodies to this meeting.

5. Local Government (Access to Information) Act 1985

5.1 Report to the Annual Meeting of the Council held on 22 May 2006 entitled 'Appointments to Outside Bodies'.

6. Background

6.1 The Council at their Annual Meeting on 22 May 2006 referred to the Executive for consideration the appointment of Members to serve on the Haringey Strategic Partnership and its Theme Boards.

6.2 This report highlights vacancies for membership to the Haringey Strategic Partnership (HSP) and its theme boards, and asks the Executive to nominate to the current vacant posts.

7. Description

7.1 The current list of theme boards are -

- Haringey Strategic Partnership (parent body of the theme boards below):
- Better Places Partnership
- Haringey Well-Being Partnership Board

- The Enterprise Partnership Board
- Safer Communities Executive Board
- Children and Young People's Strategic Partnership Board

Haringey Strategic Partnership

There are two ex-officio positions which are filled by the Leader and the Chief Executive. There are 3 other vacant positions. **The Executive is asked to confirm the appointment of the following Members to serve on the Board –**

Executive Member for Crime and Community Safety
Executive Member for Housing
Executive Member for Community Involvement
Better Places Partnership Board

There is one ex-officio position filled by the Executive Member for Environment and Conservation and 1 vacant position. **The Executive is asked to confirm the appointment of the Executive Member for Community Involvement to serve on this Theme Board.**

The Enterprise Theme Board

There is one ex-officio position filled by the Executive Member for Regeneration and Enterprise and 1 vacant position. **The Executive is asked to confirm the appointment of Councillor Egan to serve on this Theme Board.**

Safer Communities Executive Board

There is one ex-officio position filled by the Executive Member for Crime and Community Safety and 1 vacant position. **The Executive is asked to confirm the appointment of Councillor Cooke to serve on this Theme Board.**

Children and Young People's Theme Board

There are three ex-officio positions filled by the Executive Member for Children and Young People (Chair), the Leader and the Executive Member for Crime and Community Safety. There is 1 vacant position. **The Executive is asked to confirm the appointment of Councillor Jones to serve on this Theme Board.**

Well Being Theme Board

There is one ex-officio position filled by the Executive Member for Health and Social Services and 2 vacant positions. **The Executive is asked to confirm the appointment of the Executive Member for Housing and Councillor tba to serve on this Theme Board.**

9. Comments of Head of Legal Services

9.1 The Head of Legal Services has been consulted on this report and has no comments to add.

10. Comments of Director of Finance

10.1 The Director of Finance has been consulted on this report and has no comments to add.

11. Summary and Conclusions

11.1 This report sets out proposals for the appointment of representatives to serve on the Haringey Strategic Partnership Board and its five theme boards.

12. Recommendations

12.1 That the Executive Members for Community Involvement, for Crime and Community Safety and for Housing be appointed to serve on the Haringey Strategic Partnership.

12.2 That approval be granted to the following appointments of Members to serve on the Haringey Strategic Partnership Theme Boards indicated –

Better Places Partnership - Executive Member for Community Involvement

The Enterprise Partnership Board - Councillor Egan

Safer Communities Executive Board - Councillor Cooke

Children and Young People's Strategic Partnership Board - Councillor Jones

Well Being Partnership Board - Executive Member for Housing and Councillor tba

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