
The Executive

TUESDAY, 25TH JULY, 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

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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 below. New items of exempt business will be dealt with at item 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 - 8)

To confirm and sign the minutes of the meeting of the Executive held on

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

7. PROGRAMME HIGHLIGHT REPORT - MAY 2006 (PAGES 9 - 74)

(Report of the Chief Executive – To be introduced by the Executive Member for Organisational Development and Performance): To provide highlight reports for all the Council's corporately significant projects, covering the period up to the end of May 2006.

8. PROPOSAL FOR NEW HIGH LEVEL STRUCTURE FOR INFORMATION TECHNOLOGY SERVICES (PAGES 75 - 104)

(Report of the Chief Executive – To be presented by the Leader of the Council): To propose a new organisational structure for the Council's IT Service function and to seek delegated authority to finalise the structure within the envelope specified in the report.

9. THE COUNCIL'S PERFORMANCE - MAY 2006 (PAGES 105 - 128)

(Joint Report of the Chief Executive and the Acting Director of Finance – To be introduced by the Executive Member for Finance): To set out an exception report on the finance and performance monitoring for May 2006 using the new balanced scorecard format.

10. ASSET MANAGEMENT PLAN 2006-2011 (PAGES 129 - 152)

(Report of the Acting Director of Finance – To be introduced by the Executive Member for Finance): To recommend approval of the Asset Management Plan for 2006-2011.

11. CAPITAL STRATEGY 2006-10 (PAGES 153 - 192)

(Report of the Acting Director of Finance – To be introduced by the Executive Member for Finance): To propose a capital strategy for 2006-2011.

12. SCHOOL PLACE PLANNING ANNUAL REPORT (PAGES 193 - 266)

(Report of the Director of the Children's Service – To be introduced by the Executive Member for Children and Young People): To report on demand for pupil places in Haringey primary, secondary and special schools and to update on action to respond to this demand.

13. EXECUTIVE RESPONSE TO SCRUTINY REVIEW OF TEENAGE PREGNANCY (PAGES 267 - 314)

(Report of the Director of the Children's Service – To be introduced by the Executive Member for Children and Young People): To propose an executive response to the Scrutiny Review of Teenage Pregnancy.

14. EXECUTIVE RESPONSE TO SCRUTINY REVIEW OF CUSTOMER SERVICES (PAGES 315 - 374)

(Report of the Assistant Chief Executive (Access) – To be introduced by the Executive Member for Community Involvement): To provide an executive response to the Scrutiny Review of Customer Services.

15. BROADWATER FARM COMMUNITY CENTRE - FEES AND CHARGES (PAGES 375 - 384)

(Report of the Assistant Chief Executive (Access) – To be presented by the Executive Member for Community Involvement): To propose increased fees and hire charges and to discuss related issues to agree a way forward.

16. BRUCE CASTLE MUSEUM ACCREDITATION PROGRAMME (PAGES 385 - 388)

(Report of the Assistant Chief Executive (Access) – To be presented by the Executive Member for Community Involvement): To seek approval of the revised acquisitions and disposal policy for Bruce Castle Museum incorporating a mission and aims statement in line with the Museums, Libraries and Archives Council's new accreditation standards.

**17. EXECUTIVE RESPONSE TO SCRUTINY REVIEW OF REPAIRS TO HIGHWAYS
(PAGES 389 - 436)**

(Report of the Interim Director of Environmental Services – To be introduced by the Executive Member for Environment and Conservation): To provide an executive response to the Scrutiny Review of Repairs to Highways.

**18. EXECUTIVE RESPONSE TO SCRUTINY REVIEW OF MOBILE PHONE MAST
POLICY (PAGES 437 - 442)**

(Report of the Interim Director of Environmental Services – To be introduced by the Executive Member for Regeneration and Partnerships): To provide an executive response to the Scrutiny Review of Mobile Phone Masts.

19. CHANGES TO TENANCY AGREEMENT (PAGES 443 - 496)

(Report of the Director of Social Services – To be introduced by the Executive Member for Housing): To summarise comments received from tenants in response to a preliminary notice of intention to vary the tenancy agreement, to set out amendments to the recommendations contained in the preliminary notice and the final proposed tenancy agreement.

20. HOMES FOR HARINGEY BID FOR DECENT HOMES FUNDING (PAGES 497 - 504)

(Report of the Director of Social Services – To be introduced by the Executive Member for Housing): To propose the negotiation of an extension to the delivery of decent homes with the Department for Communities and Local Government.

**21. URGENT ACTIONS TAKEN IN CONSULTATION WITH THE LEADER OR EXECUTIVE
MEMBERS (PAGES 505 - 510)**

(Report of the Chief Executive): To inform the Executive of Urgent Actions Taken in consultation with the Leader or Executive Members.

22. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (PAGES 511 - 514)

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

23. MINUTES OF SUB BODIES (PAGES 515 - 520)

Executive Procurement Committee – 26 June 2006.

24. RECYCLING SERVICE (PAGES 521 - 530)

(Report of the Interim Director of Environmental Services – To be introduced by the Executive Member for Environment and Conservation): To provide an update of the negotiations with Recycling Works Services (RWS) regarding the Recycling Contract for which an extension from 1 April 2006 to 30 September 2006 was planned and to make recommendations for the future of the service.

25. 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).

26. RECYCLING SERVICE (PAGES 531 - 540)

(Report of the Interim Director of Environmental Services – To be introduced by the Executive Member for Environment and Conservation): To provide an update of the negotiations with Recycling Works Services (RWS) regarding the Recycling Contract for which an extension from 1 April 2006 to 30 September 2006 was planned and to make recommendations for the future of the service.

27. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at item 2 above.

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17 July 2006

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**MINUTES OF THE EXECUTIVE
TUESDAY, 4 JULY 2006**

	<p>Arising from our consideration of paragraph 8.3.9 of the report, Average Re-let Times, we noted that the average re-let time of local authority dwellings in April had been 34 days against a target of 27 days. We were advised that the Executive Member for Housing together with the Leader and one other member of the Executive would be meeting to monitor this performance to assess any impact on the rent income target and to propose action as necessary.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the report be noted. 2. That the virements as set out in Section 14 of the interleaved report be approved. 3. That approval be granted to the funding arrangements in respect of the pensions issue on Alexandra Palace, i.e. an ongoing cost on present salaries of £23,000 and the future possibility of capital cost payments arising from early retirements, liabilities which were assessed at £64,600. 	<p>DF</p> <p>DF</p>
<p>TEX27.</p>	<p>FINANCIAL PLANNING 2007/8 - 2010/11 (Report of the Acting Director of Finance – Agenda Item 8):</p> <p>Our Chair asked that Executive Members ensure that Directorates take on board the financial issues identified in the report.</p> <p>RESOLVED:</p> <p>That the report be noted and a further report be submitted setting out a detailed budget process.</p>	<p>DF</p>
<p>TEX28.</p>	<p>FINAL LOCAL IMPLEMENTATION PLAN (Report of the Interim Director of Environmental Services – Agenda Item 9):</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the final LIP as outlined in the interleaved report be supported as the basis for the Council's project and programme document to Transport for London 2. That the Interim Director of Environmental Services be authorised to approve the full LIP for submission to the GLA/Mayor and Transport for London following consultation with the Executive Member for Environment and Conservation. 3. That the Council be recommended accordingly. 	<p>D.Env</p> <p>D.Env</p> <p>D.Env/ HMS</p>
<p>TEX29.</p>	<p>LOCAL IMPLEMENTATION PLAN FUNDING SUBMISSION 2007/08 (Report of the Interim Director of Environmental Services – Agenda Item 10):</p>	

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	<p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That LIP funding submission as outlined in the interleaved report be supported as the basis for the Council's funding bid for 2007/8 for transport schemes projects and programme document to Transport for London. 2. That the Interim Director of Environmental Services be authorised to approve the final funding submission to the GLA/Mayor and Transport for London following consultation with the Executive Member for Environment and Conservation. 	<p>D.Env D.Env</p>
<p>TEX30.</p>	<p>HARINGEY YOUTH JUSTICE PLAN (Report of the Assistant Chief Executive (Strategy) – Agenda Item 11):</p> <p>RESOLVED:</p> <p>That the Council be recommended to approve the Haringey Annual Youth Justice Plan 2006-07 as set out as an appendix to the interleaved report.</p>	<p>ACE-S HMS</p>
<p>TEX31.</p>	<p>PROPOSED DEVELOPMENTS TO MUSWELL HILL AND COOMBES CROFT LIBRARIES (Report of the Assistant Chief Executive (Access) – Agenda Item 12):</p> <p>Concern having been expressed about the juxtaposition of any housing development and the rear of the Muswell Hill Library, the Executive Member for Community Involvement indicated that she would be prepared to discuss the feasibility study with other Members. It was also confirmed that the consultation proposed would extend into September to take account of the forthcoming holiday period.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to consultation with local communities in relation to the development proposals for Coombes Croft and Muswell Hill Libraries, in the case of Coombes Croft after a source of funding was identified. 2. That approval be granted to the submission of a bid to the Department for Culture, Media and Sport to fund the Coombes Croft development and any other source of relevant funding which became apparent, noting that this development could only proceed if an external funding source was found. 3. That it be noted that the Muswell Hill development was predicated on realising value from the Council's assets and that, subject to the outcome of the consultation, approval be granted to sufficient capital receipts arising from the proposals being ring fenced to the library developments. 	<p>ACE-A ACE-A ACE-A DF</p>

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<p>TEX32.</p>	<p>REVIEW OF CARER'S STRATEGY 2005-08 (Report of the Director of Social Services – Agenda Item 13):</p> <p>RESOLVED:</p> <p>That the report be noted.</p>	
<p>TEX33.</p>	<p>SOCIAL SERVICES ANNUAL COMPLAINTS REPORT (Report of the Director of Social Services – Agenda Item 14):</p> <p>Arising from consideration of the section of the report entitled 'Who complained to us?', clarification was sought of whether a breakdown of complainants by service area/client group was available. The Executive Member for Social Services and Health indicated that he would ask officers to supply the information requested to all Members of the Executive.</p> <p>RESOLVED:</p> <p>That the Social Services Annual Complaints Report, the performance for 2005/6 and the proposed initiatives for performance improvement be noted.</p>	<p>DSS</p>
<p>TEX34.</p>	<p>OUR HEALTH, OUR CARE, OUR SAY (Report of the Director of Social Services – Agenda Item 15):</p> <p>In response to a question, the Executive Member for Social Services and Health indicated that he would ask officers to supply Executive Members with further details of the on-line booking facilities it was proposed to introduce and to which reference was made in paragraph 10.5 of the interleaved report.</p> <p>RESOLVED:</p> <p>That the future policy direction for adult social care with respect to the promotion of client choice and integration of services with the NHS be noted.</p>	<p>DSS</p>
<p>TEX35.</p>	<p>REPORT ON MANAGING THE HOUSING MARKET (Report of the Director of Social Services – Agenda Item 16):</p> <p>RESOLVED:</p> <p>That the report and the need for a more detailed and consistent approach to market intelligence to guide future policy be noted.</p>	
<p>TEX36.</p>	<p>EMPLOYEE PROFILE ANALYSIS (Report of the Chief Executive – Agenda Item 17):</p> <p>We received a presentation from the Head of Personnel on the following elements –</p>	

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	<ul style="list-style-type: none"> • Headcount • Gender and part time breakdown • Age profile • Black and minority ethnic profile • Percentage of black and ethnic staff in top 5% of earners • Disabled employees • Turnover • Black and minority ethnic starters/leavers • Ill health retirements • Sickness levels • Short term v long term sickness absence • Disciplinary Hearings • Employment Tribunals • Accidents <p>Our Chair asked that Members of the Executive ensure that the monitoring of long term sickness absence in Directorates within their respective portfolios was carried out.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the contents of the Employee Profile Analysis as set out at Appendix A to the interleaved report be noted. 2. That a further report be submitted to our September meeting on the question of the continued involvement of elected Members in appeal hearings, both in terms of dismissal and grievance hearings. 	HPer
TEX37.	<p>DELIVERING THE HR STRATEGY 2004-2007 (Report of the Chief Executive – Agenda Item 18):</p> <p>We received a presentation from the Head of Personnel on the following elements –</p> <ul style="list-style-type: none"> • Recruitment and retention • Organisational development and capacity • Performance management • Valuing diversity • Employment engagement • Modern and healthy work environment <p>Arising from consideration of Section 5.4 of the report – Valuing Diversity, we asked to be supplied with details of any family leave entitlements made available to staff with dependent children.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the report be noted. 2. That a further report be submitted in due course on the first 	HPer HPer

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	three months operation of the agency staff contract.	
TEX38.	<p>URGENT ACTIONS TAKEN IN CONSULTATION WITH THE LEADER OF EXECUTIVE MEMBERS (Report of the Chief Executive – Agenda Item 19):</p> <p>RESOLVED:</p> <p>That the report be noted and any necessary action be taken.</p>	
TEX39.	<p>DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (Report of the Chief Executive – Agenda Item 20):</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the report be noted and any necessary action be taken. 2. That Executive Members be supplied with details of the reimbursement and compensation of building costs in respect of the Jackson's Lane Community Centre. 	ACE-S
TEX40.	<p>MINUTES OF SUB-BODIES (Agenda Item 21):</p> <p>RESOLVED:</p> <p>That the minutes of the following bodies be noted and any necessary action approved –</p> <p>Executive Voluntary Sector Committee – 20 June 2006.</p>	
TEX41.	<p>THE COMMUNITY CARE STRATEGY FOR OLDER PEOPLE: COOPERSCROFT RESIDENTIAL HOME (Joint Report of the Director of Social Services and the Acting Director of Finance – Agenda Item 24):</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> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the progress made in relation to the disposal of Cooperscroft as a going concern be noted. 2. That approval be granted to a block contract with Rockley Dene for five years commencing with 46 beds at a weekly cost of £620 and diminishing over the term of the contract to 35 beds while maintaining the weekly cost of £620 subject to an annual Retail Price Index increase. 3. That the capital price of £3.1 million be noted. 	DSS/ DF

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	4. That approval be granted to the additional revenue costs associated with the scheme and to these being funded from within the overall value of the proposal.	DSS/ DF
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GEORGE MEEHAN
Chair

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Executive

On 25 July 2006

Report title: **Programme Highlight Report May 2006**

Report of: **The Chief Executive**

Ward(s) affected: All

Report for: Non Key Decision

1. **Purpose**

- 1.1 To provide highlight reports for all the Council's corporately significant projects, covering the period up to the end of May 2006.

2. **Introduction by Executive Member for Organisational Development and Performance Management (Cllr Dhiren Basu)**

- 2.1 Following the Audit Commission review of project management, members expressed concern about the need to strengthen programme and project management processes.
- 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.
- 2.3 Accordingly, this report sets out the highlight report for projects that report to the programme up to the end of May 2006. The detailed programme report is shown in appendix 1, with the main highlights shown in the covering report on an exception basis.

3. **Recommendations**

- 3.1 To note the report.

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 May 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 31 May 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.

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.

8.3 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 Building Schools for the Future (BSF)

8.4.2 Detailed financial information is not currently available to profile the budget for BSF. The budget will be agreed as part of producing the project initiation document which will be available in July.

8.4.3 Primary Schools Capital Projects

8.4.4 Works on Coldfall School are proceeding in accordance with the plan to handover the new classroom and finish phase two of the works by November 2007. The construction works are approximately 70% complete

8.4.5 However, there is a budget variance of £50,000 on the overall programme budget due to an additional commitment for the reception and entrance area.

8.4.6 The Broadwater Farm project has been delayed by the decision to phase both Targeted Capital Fund projects with the secondary scheme at White Hart Lane. The White Hart Lane scheme has been now subsumed into the Building Schools for the Future plan for the whole White Hart Lane campus.

8.4.7 The budget for Broadwater Farm is only sufficient to re-provide Primary Special Educational Needs facilities and the shared new entrance, kitchen, dining and resource area.

8.5 Better Haringey Stream Board

8.5.1 There are no exception reports for the Better Haringey Stream Board.

8.6 Well Being Stream Board

8.5.1 There are no exception reports for the Well Being Stream Board.

8.7 Housing Stream Board

8.7.1 Repairs Procurement

8.7.2 The purpose of this project is to procure a value for money responsive repairs and maintenance service for Haringey's tenants and leaseholders.

8.7.3 The timescales for this project are red this month. As a result of delays in appointing a procurement consultant the current timetable is being reviewed and a new plan will be produced for the Housing Programme Board in July.

8.7.4 Adaptations Project

8.7.5 The financial systems, working processes and protocols and performance management arrangements for the restructured Adaptations Service need to be established. This work will require substantial change management input as the change in structure and working practices is a large culture change for staff. Dedicated resources need to be identified to undertake this work and the project manager is raising this with the Assistant Director for Adult Services.

8.7.6 No additional capital is available in 2006/07 over the 2005/06 standstill position, despite the increase in the base budget. Therefore there will be a funding gap which will generate a waiting list for major adaptations. The end-to-end process target for service users of 164 days (from the first point of contact with the council to completion and sign off of adaptations) is being reviewed to take account of the current budget allocation.

8.7.4 Housing Advice and Homelessness

8.7.5 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.

8.5.2 The project was unable to confirm a go-live date for the new service as the completion date for refurbishment of Apex House Customer Service Centre was not finalised.

8.5.3 Housing Improvement Programme Board commissioned a review of additional pilot options. An options paper was presented to the 6th June board meeting and it was agreed that the pilot will take place in Wood Green Customer Service Centre (CSC) rather than Apex House. A go-live date of 1 August for the Preventions and Options Service has subsequently been agreed.

8.5.4 Housing are working with Customer Services to develop the new procedures. This will require an additional interview room in Wood Green CSC but the budget for the changes has been agreed. As a result, the traffic lights for this project have improved from red to amber.

8.8 **People Stream Board**

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

8.9 **Value for Money Stream Board**

8.9.1 Procurement Programme

8.9.2 The 2005-7 efficiency target for the Procurement Programme is set at £2 million cashable savings. 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.

8.9.3 The remaining £1 million 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.

8.9.4 However, there are significant concerns over ownership of individual projects that have been identified to deliver efficiency savings. This is having an adverse effect on the ability of the Procurement Programme to deliver its

savings targets. The need for delivery of individual projects has been reinforced through Management Board.

8.9.5 All current projects are not due to deliver until the last quarter of 2006-07 or the first quarter of 2007-08. Given that these projects are at the project initiation stage, the £1 million savings target for 2006/7 is at risk. New areas for efficiencies need to be looked at by Directors and the results will be passed to Procurement Project Board and Value for Money Stream Board.

8.10 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 – the project will need to identify funding for professional fees etc. before committing any further costs this year. The proposed solution for the Council's element of funding for the purchase of land for the new school is a satisfactory way forward.
- Primary Schools – Coldfall – additional funding will need to be identified or savings in the scheme found to finance the additional costs of £50k for the reception and entrance area.
- Primary Schools – Coleridge – the scheme design will need to be reviewed to contain the additional costs within budget.
- Children's Centres – the detailed programme budget and funding statement is required before commencing with phase II of the scheme.
- Housing adaptations – government funding for this was withdrawn for 2006/07 and the Council agreed to put in some of its own resources to maintain a programme in the short term – this will need to be reviewed again as part of this years capital planning process.
- 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 will be a shortfall against the target in 2006/07. This has been reported to Executive in budget monitoring.
- Customer Focus – IT In-sourcing – Executive on 13 July 2006 approved funding for this project in line with the detailed cost plan previously agreed.

10. Use of Appendices

Appendix 1: Programme Highlight Report

PROGRAMME HIGHLIGHT REPORT

FOR THE PERIOD MAY 2006

Prepared by

Corporate PMO

Version 0.4

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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 sixth 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: £100k		Forecast spend: £200k-£250k	
	Risks	Issues	Resources	Budget	Time scale	Status Last Month	Status This Month	
A	G	G	R	A	G	G	A	
MANAGEMENT SUMMARY <ul style="list-style-type: none"> Agreement on the price for the British Rail Board (Residuary) owned ‘school site’ have been agreed between the agents acting for us and the vendor respectively. Murray Rix have completed and submitted their report (1st June) on the ground investigation and preliminary contamination assessment of the proposed school site. CB Richard Ellis have drafted and circulated heads of terms for the school site acquisition. 								
Project Sponsor: Justin Holliday Project Manager: Shifa Mustafa / Mark Lucas							Budget / Resources: <ul style="list-style-type: none"> There is insufficient budgeting provision available to the project managers for professional fees to cover the anticipated costs of e.g.: <ul style="list-style-type: none"> Public Consultation (draws heavily on staff time) Publishing, printing & publicity A Sustainability Appraisal Negotiating land acquisitions Architectural input into the Masterplan 	

Regeneration Stream Board

(1) HARINGEY HEARTLANDS CONT.

Risks:

- Heads of terms with the vendor of the school site need to be agreed before the contracts can be prepared for exchange. CB Richard Ellis circulated a draft heads and will respond to any changes requested by the vendor.
- The British Rail Board (Residuary) Agent's disposal report needs to be agreed by BRB(R)'s Board. The Board meets monthly and their agent's recommendations are not usually disputed.
- The Council needs to find and pay the balance of £2.8m (+ stamp duty), including £1m from S.106 funds. Executive approval to meet these costs was agreed in 2005/06.

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

Forecast spend: N/A as budget is held, spent & monitored by the LDA

MANAGEMENT SUMMARY

Two applications have been received for the two major sites in the Masterplan. These are from Lee Valley Estates for the GLS site and ISIS for the British Waterways owned Hale Wharf site. These have been subject to regular pre-application discussions with the site owners / developers. The following activities have been completed this period:

- The final amendments from TfL, GLA, LDA, and our own internal comments have been incorporated into the Masterplan and both documents have been signed off.
- A covering report has been prepared for the Planning Applications Sub-Committee for approval to consult on the Masterplan and Sustainability Appraisal.
- The team has met with the planning consultants for the ISIS scheme.

Budget:

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

Risks:

- There is a risk that the proposals may be unfavourable to the public and community. To mitigate this, the team will continue to promote the wider regeneration benefits to the area and gauge prevailing public opinion when the Planning Application goes out for consultation.

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

Project Sponsor:
David Hennings

Project Manager:
Shifa Mustafa / Mark Lucas

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

Total Budget: £2,250

Forecast spend: £2,250

MANAGEMENT SUMMARY

The BID's (Business Improvement District) Feasibility study is the first stage in preparation for an overall Wood Green Town Centre Strategy. This strategy, once completed, will state a way forward based on the outcome of the study and the recently completed spatial plan. The BIDs Feasibility research concluded that Haringey Council should not pursue a BID vote.

Activities this month include:

- All LDA funding obligation have now been met and evidence provided.
- The Civic Centre Building has now been included into the Spatial Plan as requested by Regeneration Stream Board. The Spatial Plan has been finalised and delivered by Urban Practitioners.
- Wood Green Town Centre and Tottenham Town Centre Management Teams have been awarded a place on the Cleaner, Safer, Greener Communities programme hosted by the ODPM in partnership with Price Waterhouse Coopers. The two-year programme will give advice and guidance of creating a healthier town centre and assist with benchmarking and sustainable funding activities.

Issue:

The main issue at present is that there is still a need to find a sustainable funding mechanism for Wood Green Town Centre Management.

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

Project Sponsor:
David Hennings

Project Manager:
Karen Galey

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	Total Budget: £4438.9k	Forecast spend: £4438.9k
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Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
A	A	A	A	A	A	A

MANAGEMENT SUMMARY

Timescale

The 3.2 Urban Centre for City Growth (UCCG) programmes is presently made up of seven individual projects with both internal and external partners. One (Park Lane) is completed, five are on target for completion by the extended deadline of 31st March 2007. (Seven Sisters Road, Tottenham Green Enterprise Centre, the Townscape Heritage Initiative, Heritage Economic Regeneration Scheme and Fore Street projects

Stoneleigh Road Depot is programmed for completion by 31st March 2007. This is subject to completion of a construction contract. NM is working to complete a demolition in July and enable work to start on the new build in August.

3.1 Programme, Rangemoor Road – The design team programme suggests completion in January 2007. This is subject to completion of a construction contract. NM continue to work to identify timesaving opportunities with the chosen contractor.

Project Sponsor:
Zena Brabazon

Project Manager:
Sean Burke

Regeneration Stream Board

(4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION CONT.

Budget and Resources

The UCCG Programme budget is £5.16m, made up of a number of funding streams. £3.5m is committed to live projects with £726k spent in 2005/6. £1.665m is not allocated to specific projects. NM is developing four reserve projects that would take up the bulk of this sum. One project is close to approval and discussions continuing with the other three partners.

NM has secured funding extension for the UCCG programme through Government Office for London (GOL) to the 31st March 2007.

Issues

The overall programme rating is Amber. There is a risk of delay on the Stoneleigh Road construction project in the event the Holcombe Road market is required to close during the demolition works due to environmental health concerns. There are concerns on potential food contamination. The Council may have to negotiate compensation and this could delay the start on site. NM is meeting with the EH team to discuss mitigation measures and also explore temporary alternative trading sites with Property Services.

3.1 Rangemoor Road – Urban Futures have not provided a final draft Service Level Agreement for completion and signing. No ERDF grant can be claimed until this is completed and this could cause slippage to the spend profile. NM is pressing UF to complete the agreement in July 2005.

Risks

The key risk to the UCCG programme is not securing additional reserve projects to the full value required. NM is working to achieve formal funding agreements for three projects Workspace, Investland, NDC, and Property Services(Techno Park) this is progressing well. The extension of the funding period to March 2007 significantly reduces risk to delivering the programme on time.

3.1 Rangemoor Road – the key risk is that the contractor estimate exceeds the available budget. This will be addressed through value engineering if necessary. Use of a contractor from the new Framework Agreement reduces this risk due to savings on profit and overhead costs. There is also a medium risk that construction will not complete by December 31st 2006. The final construction programme cannot be confirmed until a contractor has formally been selected.

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	Total Budget: contracts have not yet been agreed with GoL.	Forecast spend: contracts have not yet been agreed with GoL.
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MANAGEMENT SUMMARY

Purchase of Heartlands School Site:

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 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.

Heartlands Spine Road:

The project group has been set up and will have their third meeting on the 12th June. The project will follow the delivery timetable and all key milestones which were agreed with ODPM / DfT as part of the CIF submission.

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

Project Sponsor:

David Hennings

Project Manager:

Shifa Mustafa, Mark Lucas, Steve Carter

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 August 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.

GLS Site:

A planning application was submitted on Monday 15th May for the major development of the site. The infrastructure elements within the GAF2 project have been changed to suit the revised planning application timetable. These changes have to be approved by GoL / DCLG when they issue the contract. The PID will be completed once the contents of the contract are known, (prior to the Board meeting on the 22nd June).

Risks / Budget:

- School Site Acquisition. Funding required for the gap between the GAF funding and the eventual purchase price. Funding provided by the Council. Funding to be allocated in the Council budget.
- Markfield. The level of work required to the sewers may be greater than anticipated in the initial survey. Additional funding from Thames Water will be sought.
- The Mortuary. Planning restrictions apply 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 restraints. Awaiting design and priced bills of quantities.
- GLS Site. 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.
- Spine Road. Potential compulsory purchase and compensation payments if the private landowner will not grant a right of way over his land. There is also the potential for opponents of the UDP to generate a campaign against the proposals. As a result the grant is not spent by March '08.

Timescales / Budget:

- Contracts have not yet been issued by GoL / DCLG (due date was the 1st April 2006). One has been received for the school site purchase, (25/05/06), but none have been agreed or signed.
- Overall costs for the projects will be clearer when detailed bills of quantities have been prepared.

Regeneration Stream Board

(6) COUNCIL OWNED LAND

PROJECT DESCRIPTION / OBJECTIVES

1. To resolve the future of key surplus, derelict or under used sites in Council ownership.
2. To secure economic, community and environmental benefits and where appropriate the long term future of protected historic buildings.
3. To support inward funding and investment.

Original End Date: N/A as phased programme of work	Current End Date: N/A as phased programme of work	Project Budget: Budgets in preparation	Forecast spend: Budgets in preparation
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Month	Status This Month	Status Last Month	Time scale	Budget	Resources	Issues	Risks
	G	N	A	G	G	A	A

MANAGEMENT SUMMARY

The project currently comprises four separate projects.

Project Sponsor:
Andrew Travers

Project Manager:
Dinesh Kotecha

- 1. Hornsey Town Hall**
 - A Development Brief for the site is required before progress can be made with inviting proposals from development partners. This is currently scheduled for September 06.
 - The Community Partnership Board continues to consider the potential mixed uses of the complex and the form of future management arrangements (e.g. a Trust) and is due to report to the Executive on 25/7/06.
- 2. Tottenham Town Hall/Bernie Grant Centre**
 - The Council, in conjunction with its marketing agents, has clarified issues about commercial provision and affordable housing arising from the original brief. Guidance on this has been issued to the interested development partners. Presentation of revised proposals is now scheduled for August and report to Executive in September 2006.
- 3. Hornsey Depot**
 - The site is zoned for mixed residential and food retail development. Further work is being undertaken to reassess the (affordable) housing mix, valuation of the site, site usage and access and to investigate alternative locations for existing site users.
- 4. 725 – 731 Lordship Lane**
 - There is a longstanding approval to dispose of the site. Further progress is subject to resolution of a planning appeal submitted by the prospective developer.

Regeneration Stream Board

(6) COUNCIL OWNED LAND CONT.

Timescale / Issues

- Some delays have occurred to Tottenham Town Hall because of the unsuitability of original developers' proposals and there is now a timescale for revised proposals. Work continues to pursue alternatives for CAB and Age Concern services currently operating from the Town Hall.
- Other delays are beyond the Council's control, such as 725 – 731 Lordship Lane which awaits the outcome of a Planning Appeal.

Risks:

- Development briefs may not be sufficiently attractive to the market. The project brief will need to be reviewed and the scope may be amended or phasing introduced.
- There is an inability to reach consensus on schemes which are of significant community/public interest or where financial viability and community aspirations cannot both be achieved. Appropriate consultation and community engagement has been undertaken. Options and scope are being reviewed.
- There is a funding gap where investment is required (e.g. to restore buildings). Alternative funding (e.g. grants) is being pursued. Scope and components of the scheme are being reviewed and facilities are to be provided.

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 and 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

- Deliver a Strategic Business Case (SBC) that describes the education vision for the London Borough of Haringey and details how education transformation is going to be delivered;
- Deliver an Outline Business Case (OBC) for the first and the second wave of schools to be delivered as part of the BSF programme;
- Prepare the London Borough of Haringey for the procurement of delivery partners which includes involvement of the existing PFI provider (SMIF) to 8 of the Borough's secondary schools.
- 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: £24.478m (Total project budget to 2010/11: £177m)	Actual spend: £TBC Forecast spend: £24.478m
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Risks	Issues	Resources	Budget	Time scale	Status Last Month	Month Status This Month
A	G	A	R	G	N	A

MANAGEMENT SUMMARY

- The OBC (Outline Business Case) has now been completed and submitted to PfS for onward transmission to DfES. Comments are being received.
- The project is now moving into the delivery phase and resources are being organised accordingly. A shortlist of proposed designers is imminent.
- The JPMT project and subgroups have now been established and memberships confirmed.
- Tenders for designs are to be issued in June.
- An OJEU for contractors is being prepared as well as an OJEU for an independent assessor for the contractual arrangement between LBH and SMIF (the existing PFI provider)
- The total budget for the project is £167m (excluding a further £10m for the 6th Form Centre). This remains on target. Detailed cash-flow will be provided once the overall project programme is confirmed.

Project Sponsor:
Andrew Travers

Project Manager:
Iain MacDaonald

Children & Young People Stream Board

(1) BUILDING SCHOOLS FOR THE FUTURE CONT.

- Solicitors have been instructed to commence work and review of contractual procurement frameworks for designers and contractors as well as interface with the existing PFI framework.
- The new school site at Heartlands is in the process of being procured. Solicitors have been instructed.
- ICT procurement is advancing and targeted for a procurement competition in late summer from the PFS approved framework.
- The implementation of the Communications Strategy continues apace.
- Construction works for the new 6th Form remains on programme

Resources and Risks

- The Amber status for resources and risks highlight issues relating to resources for the programme and the key risk in agreeing the procurement process with SMIF and obtaining approval to the OBC.
 - Resources are currently being addressed.
 - Discussions are on-going with SMIF to reach consensus on the way forward.
 - Concerning the OBC Pfs are fully engaged with LBH delivery strategy.

Budget

- Detailed financial information is not currently available to profile the budget for BSF. The budget will be agreed as part of producing the project initiation document which will be available in July.

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 2006/07: £7.450m

Actual spend: £0
Forecast spend: £7.688m

MANAGEMENT SUMMARY

Coldfall

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

Coldfall Expansion

- Project is proceeding to planned programme to handover the new classroom and finish phase 2 of the works by November 2007.
- The construction works are approximately 70% complete.
- Possibility of increase to costs for additional site security due recent Theft and Vandalism to installed works.

Project Sponsor:
Anne Bristow

Project Manager:
Brendan Wells

Budget

- The budget variance (£50k) is due to an additional commitment for the reception and entrance area which will have to be contained in the overall budget.

Children & Young People Stream Board

**(2) PRIMARY
SCHOOLS CAPITAL
PROJECTS CONT.**

Tetherdown

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

Tetherdown

- The land has now been purchased and land registry of the existing school land and extension land can now proceed.
- In consultation with the Executive Member for Children and Young People, the Director of the Children’s Service has been asked to approve the award of contract for the new build extension.
- Legal Services have advised a minimum two-week period for contract preparation.
- **Timescales:** A new procedure is now in place for preparation of contracts whereby all documentation is first passed to Construction Procurement who then passes to Legal Services. This has delayed the planned start date.
- Insurance details of the main contractor have been checked and full documentation was sent to Construction procurement on 4th May 2006. Start and completion dates have still to be agreed with the contractor. Likely to be- Start: 30 May. Completion 25th August 2007. (This includes the 5-week enabling works period).
- The project manager has been asked to produce a contingency plan for housing the Sept 2007 reception class should the new building not be ready for occupation.
- **Budget:** The revised budget shows spend of £3.7m in 2006-07 against an original budget of £3m. This is contained within the overall Children’s Service 06-07 agreed capital budget for new primary pupil places and which will be placed before the Executive for approval in June 2006.
- **Issues:** Phase I works are approx £150k above pre-tender estimate. The Phase II works have not yet been designed but will need to reduce in scale to stay within overall budget.

Children & Young People Stream Board

(2) PRIMARY SCHOOLS CAPITAL PROJECTS CONT.

Coleridge

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

Broadwater

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

Coleridge

- Planning Conservation Officer and Development Planner advised that due to being in a conservation area, they would not support complete demolition, that any demolition proposal would have to be justified in planning terms, and that the Victorian house must be retained. (This scale of adaptation has increased costs)
- Design is under review. Revised outline scheme proposals are around £1.3m beyond budget excluding roof works to retained building
- Programme is under review. Need to reflect delay due to Schools Organisational Committee indecision
- Need to agree issue of additional area capacity within existing TUC building and Victorian house (school use or alternative):
- Need to review impact of:
 - Transport Assessment, impact, recommended actions, and consultation
 - Form of procurement (New Haringey Framework / mini competition) and impact on programme
 - Need to engage with contractor early in programme
 - Planning Application and Conservation Area requirements
- School and Governors wish Transport Assessment to be reviewed for inconsistencies (pick up and drop of areas/numbers)

Broadwater

- Preliminary proposals for Primary SEN (special education needs) development discussed with SEN Strategy Manager and the three Head teachers
- Programme under review regarding contract options, EU requirements, consultation and Haringey procurement approval process

R A G Status

- Timescale:** The Broadwater Farm project has been delayed by the decision to phase both Targeted Capital Fund projects with the secondary scheme at White Hart Lane. The White Hart Lane scheme has been now subsumed into the Buidling Schools for the Future plan for the whole White Hart Lane campus.
- Budget:** Budget sufficient to re-provide Primary SEN facilities and shared new entrance, kitchen, dining and resource area only, with some modernisation to BWF Primary (toilets etc)

Children & Young People Stream Board

(2) PRIMARY SCHOOLS CAPITAL PROJECTS CONT.

- **Issues:** Need to seek Heads and Governors agreement before requesting Council permission to undertake Statutory Consultation
- Current proposal achievable in timescale. The accommodation provided would provide for very flexible resource areas for whole school use.
- Project proposals incorporate BWF Children's Centre and anticipate shared community use of MUGA (Multiple Use Games Area) once secondary element relocates to WHL and the two special school buildings have been demolished.
- Whilst footprint for final school could be contained allowing small area of land to be sold for receipt, land in this area would only be of interest to affordable housing providers and would not bring a satisfactory receipt, (probably less than £500k), nor is it a sustainable policy to provide homes for further low and fixed income household on Broadwater Farm estate. However good external sport facilities with shared use (school and community) are very desirable in this area.

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	Current end date: Dec-2006	Project Budget: £6,145m	Actual spend: £N/A
End date last month: Dec-2006			Forecast spend: £6,145m

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.

Feasibility studies have been commissioned 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. Community mapping workshops started last period and will finish in June. Local consultation meetings in each ward to bring together stakeholders and look at requirements of a Children's Centre in the area will start shortly.

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

Project Sponsor:
Dr Ita O'Donovan

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 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

Original Budget: £N/A

Forecast Spend: £N/A
Spend to date: £N/A

MANAGEMENT SUMMARY

Month This	Month Last	Status	Time sc	Budget	Resour	Issues	Risks
A	N	A	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 will start 3rd July 06. The recruitment process for the remaining posts is continuing, we have now recruited for the post of Training Curriculum and Quality Assurance Manager. The Participation worker and the Media and Performing Arts worker's positions are being shortlisted and interviews will be taking place in two weeks time..
- The paper on the assimilation of Youth Support Workers has been drafted and 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.

Project Sponsor:
Janette Karklins

Project Manager:
Ayten Kiani

Children & Young People Stream Board

(4) YOUTH SERVICE IMPROVEMENT PROJECT CONT.

- The NDC mobile youth provision, and the YMCA, Connexions Mobile have been ordered and delivered
- 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.
- The Duke Of Edinburgh Awards centre has been completed and was officially opened by the Duke of Edinburgh on 10th May 2006

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.

End Date: Phase 1 closed in April 2006. Phase 2 feasibility study in progress.

Phase 2 Project Budget: £1,461,000

Actual spend: £89,000

Forecast spend: £1,461,000

MANAGEMENT SUMMARY

Phase 1

- Plans for continuing to provide ongoing training and support to staff from both Children's and Social Services post closure of this phase have been put into place, and will be formalised shortly.
- The Phase 1 Closure report was agreed at the Project board and will now be submitted to the Well Being Stream Board.
- Specific members of the eCARE project board have been asked to ensure that progress of the ongoing reconciliation activity in Children's Services is monitored at the next project board.

Project Sponsor:
Gerald Almeroth

Project Manager:
Andrew Rostom

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

Well Being Stream Board

(1) E-CARE CONT.

Issues

- The project team have completed testing of the Integrated Children's System (ICS) documents, and this identified some issues which now require resolution from Corelogic. The project team are pushing Corelogic to ensure timely resolution of these issues and subject to this, are aiming for the new version of the ICS forms to be released to users in Children's by the end of July 06.

Phase 2

- The Phase 2 feasibility study (being undertaken to consider the implications and risks associated with the potential implementation of the Framework-I Finance modules), is currently being reviewed by senior management in Social, Children's and IT services.
- Once a formal decision has been made regarding the Phase 2 Feasibility study, the current project budget will be re-profiled to meet the agreed scope.

Well Being Stream Board

(2) 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: £5.65m

Actual spend: £1.438m
Forecast spend: £5.65m

MANAGEMENT SUMMARY

Osborne Grove

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

Osborne Grove

- The contractor started on site on the 2nd May 06. The site preparation has been ongoing with the site being set out, the remaining foundations being dug out and the new footings being set.
- Building Regulations application queries have been addressed and final approval is imminent.
- The extent of the works to the drainage is less than originally anticipated as the need to divert the existing run is now not necessary and therefore only connection of the new drainage to the existing main run in Upper Tollington Park is required. The original concern surrounding a main sewer has been alleviated now that the authority has declared the pipe redundant. This takes the requirement for road closures and statutory notices from the projects critical path.
- The Assistant Director for Older People's Services has endorsed that the 32 bed home will provide respite facilities for people with dementia and those that are frail elderly, 2 x units of eight for dementia and 2 x units of eight for Frail elderly. The client groups will be physically separated including the provision of a separate enclosed garden for those with dementia.
- A meeting between Older People's Residential Service Manager and HR Recruitment has taken place to consider the project plan for recruitment and dates adjusted to cater for a spring 2007 opening. The updated plan will be issued next month.
- The Party Wall issues have been pursued with the appropriate neighbouring properties and as a result a compromise that benefits both the Local Authority and the neighbour has been proposed. This issue is currently being explored with Legal and the Party Wall surveyor.

Project Sponsor:
Mary Hennigan

Project Manager:
David Bray

Well Being Stream Board

(2) COMMUNITY CARE STRATEGY IMPLEMENTATION CONT.

Broadwater Lodge

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

Cranwood

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

The Red House

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

Broadwater Lodge

- The handrail for the front entrance pedestrian ramp is installed and the final account has been submitted.
- As all works have now been completed, Broadwater Lodge will not be reported in future highlight reports.

Cranwood

- Following a meeting on 3rd May 06 it was agreed that snagging was not fully completed. A list has been agreed and the snagging list is currently under discussion with the contractor with all snagging to be completed by the end of June 06. However, this does not affect the rest of the programme, all parties are content and practical completion has been issued.
- As all works have now been completed, Cranwood will not be reported in future highlight reports.

The Red House

- The first floor bedrooms, kitchenettes, lounges, remodelled staff areas and a new walkway completed on the 26th May 06.
- The key factors that may delay the move of residents from the ground floor to the first floor area have been managed to attempt to mitigate the current problems.
- Last months report of a delay in delivery of panel ducting has been managed, the ducting arrived and is installed.
- After an initial delay from April, the contractor completed phases 1 and 2 of refurbishment as agreed on 2 June. The contractor has shown considerable improvement on site and residents moved up to the first floor on 6 June. The contractor maintains the overall programme completion of 11th August 06 will still be met.

Issues / Risks / Status:

- Haringey's Internal Project Manager wrote to the Contract Administrator and Construction Project Manager expressing concerns around Health and Safety on the site. The Contract Administrator and Project Manager confirmed that the situation was unacceptable and confirmed that there is a full history of correspondence to the contractor identifying concerns and asking for action. After visiting site the L. B. Haringey Safety Officer concluded the issues raised were valid.

Well Being Stream Board

(2) COMMUNITY CARE STRATEGY IMPLEMENTATION CONT.

Trentfield

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

Cooperscroft

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

- **Resolution plan:** A meeting between the main contractor and L. B. Haringey's Construction Procurement Manager, Contract Administrator, Internal Project Manager and Construction Project Manager was called on the 24th May 06 to address both Health and Safety, site management and programme issues. A seven point action plan was agreed with the contractor with set dates for ensuring change occurs and is demonstrated.
- The Fire Officer has visited and agreed the fire safety for Phases 4 and 5.

Trentfield

- The home was closed on the 27th March 06 and advertised on the open market until the 28th April 06.
- Property Services received 35 bids and the top three bids were in excess of expectations.
- At the Executive on the 13th June 2006, members agreed to go ahead with the sale to the highest bidder, Grocola PLC.

Cooperscroft

- Staff consultations have been concluded.
- A visit by the Pensions Team scheduled for early May 2006 has now taken place.
- Contract enquiries regarding the draft contract received from Rockley Dene have been dealt with.
- A contract meeting between Management, Rockley Dene's Solicitors and Haringey's Solicitors on the 23rd May 06 addressed issues around the contract.
- A contractor has been instructed to redecorate the 2nd Floor of the home. This will facilitate the registration of 14 rooms for dementia with CSCI. The works will cost £15,000.
- Responses to their questions discussed with Legal Services on 17th May and he will send our response today.

Budget

- Last month's statement included, in error, future year's expenditure. The current commitment for 2006/2007 is £3.7m and the remaining commitment will be spent in 2007/08. Spending is currently on track.

SECTION 4 – BETTER HARINGEY STREAM BOARD

Better Haringey Stream Board							
(1) BETTER HARINGEY ESTATES IMPROVEMENT PROGRAMME			PROJECT DESCRIPTION / OBJECTIVES				
			To deliver a range of improvements to housing estates in consultation with residents including: street lighting, door entry, waste recycling, landscaping and play facilities.				
			Original End Date: March 06 End date last month: June 06	Current End Date: June 06	Project Budget: £4.07m	Forecast Spend: £4.07m Actual Spend: £3.77m	
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks	MANAGEMENT SUMMARY
G	N	A	G	G	G	G	<p>The majority of works were completed during this reporting period subject to inspections and any rectifications. Outstanding works include:</p> <p><u>Street Lighting</u> – Imperial Wharf and Chestnuts Estate</p> <p><u>Door Entry</u> – All works complete subject to rectifications and minor connections</p> <p><u>Waste Recycling</u> – 1 site on Winkfield Road</p> <p><u>Landscape and Play</u> – Ida Road and Appleby Road Play Areas, Protheroe House and Gretton Rd hard landscape</p> <p>Timescale A £300K slippage was identified and agreed as a carry forward into 06/07. These works are being progressed under the same project management and will be completed within 06/07</p>
<p>Project Sponsor: Stephen Clarke</p> <p>Project Manager: John Morris</p>							

Better Haringey Stream Board

(2) COMMUNICATION & EVENTS

PROJECT DESCRIPTION / OBJECTIVES

- To communicate improvements to staff, local residents, businesses and visitors including hard to reach groups.
- To encourage uptake of environmental services through targeted information and education, and to encourage residents, businesses and visitors to help sustain those improvements
- To help change behaviour in line with the wider aims and objectives of the Better Haringey programme.
- To support other key corporate projects to enhance the Council's reputation locally, within London, and nationally.

Original End Date: Ongoing
End date last month:

Current End Date: Ongoing

Project Budget: £228k

Forecast Spend: £228k
Actual Spend: £15k

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

MANAGEMENT SUMMARY

Media Campaign 2006-07

- Progress on the June / July advertising campaign has continued. 39 sites have been identified for a combination of telephone box and bus stop advertising. The campaign will highlight Haringey's parks – to coincide with the start of summer. New photography has been commissioned of parks in Haringey for this purpose.
- A presentation was received by the Better Haringey Stream Board on 17 May detailing the overall aims and objectives of the media campaigning for 2006-07.
- Project Initiation Document (PID) to be produced during next reporting period.

Project Sponsor:
Joanna David

Project Manager:
Jon Clubb, Ian Jones

Better Haringey Trail

- The Library Service has agreed to support the event by providing refreshments and toilet accessibility within the libraries. They have also offered the services of their consultant and assistance in obtaining free merchandise.
- There is the option of working alongside PEPP with their Good Going alternative transport campaign. The two-week campaign will take place in September and there is the opportunity to share resources.
- A briefing has been prepared for Members, outlining the purpose of the event and proposing 9th September as the event date.

Better Haringey Stream Board

(2) COMMUNICATION & EVENTS CONT.

Better Haringey Survey

- Wave 5 of the Better Haringey Survey is due to take place in late July / early August 2006.
- A discussion paper was considered by the Better Haringey Stream Board on 17 May, which suggested areas to develop the survey as well as retaining a set of core questions to gather trend data.
- Proposals are being drafted for presentation to members, along with a draft list of questions for their discussion and input.
- Questions will need to be finalised by early to mid July in order to progress with the preparation of materials for the interviews.

Better Haringey Stream Board

(3) IMPROVING GREEN & OPEN SPACES

PROJECT DESCRIPTION / OBJECTIVES

- To improve the quality, standard and general environment of Haringey's smaller open spaces.
- To provide connections (green corridors) between larger open spaces through infrastructure repair, replacement and re-planting.
- To reduce maintenance costs and common associated problems between the sites (e.g. anti-social behaviour, vandalism, littering).
- To Establish 'future proof' design plans and long term initiatives for development of small open spaces.
- To deliver NRF and SSCF open space improvements
- To deliver an effective programme of tree planting
- To deliver HiB and Small Grant funding for Community Groups programmes

Original End Date: Ongoing
End date last month:

Current End Date: Ongoing

Project Budget: Open Spaces Improvement Programme £1.4M

Forecast Spend: £1.4M
Actual Spend: £451k

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

MANAGEMENT SUMMARY

Open Spaces Improvement Programme

There have been no changes to the overall budget and there are no issues that require input from the Better Haringey Stream Board. The majority of works are now complete.

Project initiation documents for future projects are currently being developed.

Project Sponsor:
John Morris

Project Manager:
Don Lawson, Andy Briggs,
Paul Ely

Better Haringey Stream Board

(4) SUSTAINABILITY

PROJECT DESCRIPTION / OBJECTIVES

- To continue roll out of doorstep recycling
- To develop business recycling
- To boost recycling participation through information campaigning
- Developing a climate change action plan for Haringey
- Monitoring energy use and carbon reductions
- Developing and Implementing practical projects

Original End Date: Ongoing
End date last month:

Current End Date: Ongoing

Project Budget
Climate Change: £220k

Forecast Spend: £155k
Actual Spend:

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

MANAGEMENT SUMMARY

Climate Change Strategy & Projects

- Against the project plan, the project is progressing well. The climate change audit will be completed at the end of June. Staff resources to finalise and analyse the audit has been identified. Project development is necessary for identifying what and how to implement practical projects. This will require access to external expertise that is yet to be commissioned.
- The budget allocation is subject to agreement – consultation will take place with the Environment DMT, Better Haringey Stream Board and the NRF programme office.

Issues:

- There is currently no funding identified to set up the Business Recycling project.
- Key projects outstanding are:
 - Bounds Green Road Landscape works – latter stage of design phase – construction likely September 2006
 - Noel Park Play Area – tender review and award w/c 12th June

Project Sponsor:
Steve McDonnell

Project Manager:
Sule Nisancioglu , Zoe Robertson

Better Haringey Stream Board

(4) SUSTAINABILITY CONT.

Bounds Green Road Landscape works involve extensive design and specification. In addition various statutory consents are required to carry out works. Consultation may also be required. A timetable for consultation / exhibition is being developed. Works are scheduled to commence prior to September (end) 2006.

Noel Park Play area has been subject to consultation and as a result re-specification. This has resulted in a slight delay, however works are scheduled to commence end June 2006.

SECTION 5 – HOUSING STREAM BOARD

Housing Improvement Programme Board

(1) REPAIRS PROCUREMENT	PROJECT DESCRIPTION/OBJECTIVES <ul style="list-style-type: none"> To achieve the procurement of a value for money responsive repairs and maintenance service for Haringey’s tenants and leaseholders. Test the R+M market in order to identify providers of the service best able to deliver a fit for purpose solution for both the council and its housing clients. High level objectives for this project are to: <ul style="list-style-type: none"> establish and confirm resources to oversee development of service specification, appointment of external resources and the procurement process develop and implement a housing repairs procurement strategy that adopts modern procurement practices that aim to secure value for money and efficiencies. 						
	Original End Date: Apr-07 End date last month: Apr-07		Current End Date: Apr-07		Project Budget: £N/A		Actual spend: £N/A Forecast spend: £N/A
MANAGEMENT SUMMARY							
Month This	Month Last	Status	Timescale	Budget	Resources	Issues	Risks
A	G	R	G	G	G	G	G
Activities in reporting period <ul style="list-style-type: none"> Requests for Quotation (RFQ) sent to all project management and quantity surveyors on the framework agreement plus additional consultants identified through market research. Finance rep identified Request for HR rep sent to Stuart Young Activities for next period <ul style="list-style-type: none"> Consultant to be engaged Residents consultation process to be agreed Information from Housing services to be validated Timescale / Status <ul style="list-style-type: none"> As a result of delays in appointing a procurement consultant the current timetable is being reviewed and a new plan will be produced for Programme Board in July. 							
Project Sponsor: Stephen Clarke Project Manager: Kim Sandford							

Housing Improvement Programme 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 Housing 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.

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

MANAGEMENT SUMMARY

- In reaching the decision to create an end to end service, a Scrutiny Review of Adaptations took place together with a business process re-design project in Occupational Therapy and Adaptations. The Executive has agreed that an end to end service is created and this project is the means to implement this policy decision.
- 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 shows a reduction by December 2005 from 503 days to 347 days.
- The project will be completed in October 2006, with a fully operational structure and process ready for the Housing inspection in April 07.
- Comments received from equalities, legal and finance on the new structure. New structure report going to General Purposes Committee on the 27th June. Consultation with Unions to be carried out on the 9th June.
- Adaptation episode developed within Framework I to monitor the end-to-end process. Training of Adaptations and Occupational Therapy staff during weeks 05/06 - 12/06.

Project Sponsor:
Anne Bristow

Project Manager:
Gary Jefferson

Housing Improvement Programme Board

(2) ADAPTATIONS PROJECT CONT.

- Current plan to place the equipment catalogue on the intranets of Haringey Council and the PCT in a PDF format together with an order form, to enable greater access for prescribers to accurate information. Further research into the possibility of placing it on a portal on the main Haringey website with an e-form. Further investigation to take place into a shopping basket type programme.

Key Issues and Exception Report

- The financial systems, working processes and protocols and performance management arrangements need to be established. This work will require substantial change management input as the change in structure and working practices is a large culture change for staff and there may be resistance. Dedicated resources need to be identified to undertake this work and the project manager is raising this with the Assistant Director for Adult Services. However, guidance is also sought from the Programme Board about whether additional resources are available to deliver this project
- No additional capital is available in 06/07 over the 05/06 standstill position, despite the increase in base budget. Therefore there will be a funding gap which will mean there will be a waiting list for major adaptations. The end-to-end process target of 164 days will therefore need to be reviewed to take account of the current budget allocation.
- The IT Business Partner is working with staff on detailed implementation plans to allow the go-live of the SAP materials management module to manage the HICES joint equipment stores.

Housing Improvement Programme Board

(3) EMPTY PROPERTY PROJECT

PROJECT DESCRIPTION/OBJECTIVES

- To implement all the recommendations of the Empty Property Management Review by October 06.
- To improve performance on the process of managing empty properties including customer satisfaction and VFM by the next inspection in April 07.
- To improve the standard of repair and cleanliness within empty properties by October 06.
- To minimise delays throughout the voids/lettings process and reduce the overall turnaround time to 27 days by October 06.
- To identify areas of further review and improvement by March 07.

Original End Date: Apr-07 End date last month: Apr-07	Current End Date: Apr-07	Project Budget: £40,000	Actual spend: £0 Forecast spend: £40,000
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Month This	Month Status	Last Status	Time scale	Budget	Resour ces	Issues	Risks
G	G	N	G	G	G	A	A

MANAGEMENT SUMMARY

- Project Initiation Document agreed and accepted by sponsor in May 06
- Empty Property Review BPR Implementation Plan outlining objectives, key activities and timescales drafted in Word format May 06
- Voids Improvement Manager (VIM) commenced role on 8/5/06
- Project Team meeting on a weekly basis, progress against target monitored
- Monthly highlight report (summary) and Voids performance data to be submitted to future Housing Improvement Programme Board
- VIM attending Lettings Project Group meetings on a weekly basis

Issues/Risks

- Older Persons Service have yet to actively participate at Project Team level – Housing Business Improver to organise meeting/escalate
- Lettings have not agreed to implement accompanied viewings– issue to be escalated to Head of Housing for resolution

Project Sponsor:
Stephen Clarke

Project Manager:
George Georgiou

Housing Improvement Programme Board

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

MANAGEMENT SUMMARY

- Homelessness and Housing Advice Review project now forms part of the Housing Improvement Programme.

Amber Traffic Lights

- Housing Improvement Programme Board commissioned a review of additional pilot options. An options paper was presented to the 6th June Board meeting and it was agreed that the pilot will take place in Wood Green Customer Service Centre (CSC) rather than Apex House.
- A go-live date of 1 August for the Preventions and Options Service has agreed.
- Housing are working with Customer Services to develop the new procedures. This will require an additional interview room in Wood Green CSC but the budget for the changes has been agreed.

Project Sponsor:
Julian Higson

Project Manager:
Christian Carlisle

Housing Improvement Programme Board

(5) LETTINGS AND ALLOCATIONS PROJECT

PROJECT DESCRIPTION/OBJECTIVES

- Develop and implement a new allocations policy and pointing scheme for the London Borough of Haringey that meets housing need and supports council strategy.
- Develop and implement allocations procedures and validations processes;
- Undertake a review of the current Housing Register and implement improvement activities;
- Undertake a re-registration exercise for all clients currently on the Housing Register;
- Implement Home Connections, a new choice based lettings service, which will become LB Haringey's method for allocating housing;
- Improve the lettings service and in particular the letting of sheltered accommodation.

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

Current End Date: Dec-06

Project Budget: Budget under development

MANAGEMENT SUMMARY

- The overall aim of the Allocations Project is to deliver an allocations policy, pointing scheme and management process that will : be rated as a 2 star service following the ALMO inspection in December 2006 and; improve the way that Haringey meets Housing Need within the borough over the next 5 years.

Timescales / Issues

- The Lettings policy was agreed at Executive Advisory Board on 20 June and Members have agreed that consultation on the policy should go ahead.
- Following evaluation of an options paper at the 14th June meeting, programme board agreed the electronic option for the Re-Registration exercise.

Project Sponsor:
Julian Higson

Project Manager:
Christian Carlisle

Risks	Issues	Resour ces	Budget	Timesc ale	Status Last Month	Month Status This Month
G	A	G	G	A	N	A

SECTION 6 – 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					
		Risks	Issues	Resources	Budget	Timescale	Status
		G	G	G	G	A	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

Progress

- Following agreement at the People Steam Board 19 May, a Project Initiation Document has now been written and will be presented to the Board on 21 June. The PID sets out key outcomes and deliverables and identifies the key projects that form part of the Investors in People programme.
- The Staff Survey was issued at the Staff Event 24/25 May and electronic versions are also available. 2,165 number were returned over the 2 days. Headline results will be available and reported to the People Stream Board.
- The results of the Staff Survey will determine where the liP Impact projects are to be located.

Details

- 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.

Project Sponsor:
Dr Ita O'Donovan

Project Manager:
Karen Rowing

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

People Stream Board

(2) INVESTORS IN PEOPLE CONT.

- 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.

SECTION 7 – VALUE FOR MONEY STREAM BOARD

Value for Money Stream Board							
(1) ASSETS STRATEGY		PROJECT DESCRIPTION / OBJECTIVES					
		<p>To ensure development and implementation of the corporate Asset Management Plan and the effective provision and utilisation of assets to support the Council's overall objectives.</p> <p>Specific project objectives are to:-</p> <ul style="list-style-type: none"> • Introduce a single framework for the corporate management of property which will increase the efficiency and effectiveness of building management. • Rationalise the accommodation portfolio and provide office space which is suited to modern ways of working. • Revise the Asset Management Plan. 					
		Original End Date: Dec-2008 End date last month: Dec-2008		Current End Date: Dec-2008		Project Budget: £3869k (£500k CMP; £3319k Accommodation Strategy)	Actual spend: £3k Forecast spend: -£1669k due to slippage in start dates for Alex House, 40 Cumberland and 48 Station Rd. refurbishments.
		1. Corporate Management of Property					
		Progress					
		Meetings with OD&L are being set up to develop an action plan to address areas of change management and to improve communications within the Assets Management Group.					
		Timescale					
		<ul style="list-style-type: none"> • The new Property Helpdesk system is currently operating on the "FM Database" due to continuing snags with the LIVE database. An action plan was implemented but there are still outstanding issues to be resolved hence full migration to LIVE is now being programmed for early June 06. • Temporary effort has been resourced to enter the Condition Surveys and Asset/Maintenance Plans onto Manhattan. Due to a serious snag within the software, some of the data entry was lost during the month and required re-keying. This delayed works by some 2 weeks and has required the software consultant Raindrop to resolve. 					
		Project Sponsor: Andrew Travers Project Manager: Dinesh Kotecha					
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks	
A	G	A	G	G	G	G	

Value for Money Stream Board

(1) ASSETS STRATEGY CONT.

2. Accommodation Strategy

Progress

- Alexandra House refurbishment contract let week beginning 5 June.

Timescale

- The planned vacation and disposal of some buildings (e.g. Civic Centre) is subject to the need to provide temporary accommodation for services which have outgrown their accommodation.
- Development/replacement of the Civic Centre is additionally subject to the outcome of the Wood Green Town Centre Masterplan.

Issues

- Current uncertainties about new structures (e.g. Children's Service) affect future Accommodation Planning.

3. Asset Management Plan

Progress

- Revised Plan scheduled for submission to Executive on 27 July.

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.

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

MANAGEMENT SUMMARY

The review is effectively complete and a second draft passed to Project Board and the Project Team for final checks and amendments if necessary. The final report will be available by the end of June.

Project Sponsor:
Anne Bristow

Project Manager:
Jaine Le Cornu

Value for Money Stream Board

(3) **HEMECARE 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 units 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
G	A	G	G	G	G	G

MANAGEMENT SUMMARY

The final report has now been finished and agreed by the Project Sponsor. The report was presented to the Value for Money Stream Board in June.

As the project has finished it will not report up in future programme highlight reports.

Project Sponsor:
Anne Bristow*

Project Manager:
Catherine Cobb

*The Project Sponsor was previously Anne Fisher.

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 new efficiency review projects.

Status This Month	Status Last Month	Timesc ale	Budget	Resour ces	Issues	Risks
R	G	R	R	A	A	R

MANAGEMENT SUMMARY

All projects need to identify savings targets.

1. PIDs for Bought in Legal Services, Training Consultants and Transport Services were all taken to the April Procurement Board

- The Legal services PID needs to be clarified in regard to insurance damages claims. Overall spend to be defined and brought back to Procurement Board in July. Spend is expected to be significantly lower than first anticipated and a decision will be made as to whether to take this project forward. A report from the Head of Legal Services will be required, explaining the spend analysis and how/why certain spends have been categorised.

Project Sponsor:
Anne Bristow

Project Manager:
Michael Wood

Value for Money Stream Board

(4) PROCUREMENT PROGRAMME CONT.

- The Training Consultants PID was deferred from the May Procurement Board due to a lack of information. Due to a lack of resource it has now been deferred to the July Board.
- The Transport Services PID is to be revised to include tendering internal and external services while safeguarding options. Progress to be reported back to July Board

2. The PID for the Temporary Accommodation project will report through the Well Being Stream Board, but the efficiency objectives have yet to be shared with the VfM Stream Board.

3. The PID for the Marketing and Communications project will report through the Customer Focus Stream Board. The identification and delivery of savings in the project will be reported into the Procurement Project Board but a savings target has yet to be identified.

Timescales / Issues / Risks / Budget:

- There are significant concerns over ownership of projects. This is having an adverse effect on projects delivering efficiencies. This will be raised at CEMB Programme Board.
- All current projects are not due to deliver until the last quarter of 06-07 or the first quarter of 07-08. Given that these projects are at the PID stage, this places the savings target in doubt. New areas for efficiencies need to be looked at by Directors and the results will be passed to Procurement Project Board and VfM Stream Board.

Resources:

- There are a lack of resources within Directorates. Work is being done this month to identify these resources. An update will be provided to the July VfM Stream Board.

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

Total 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. The homecare review has finished and the final report has been agreed and the parking efficiency review will be completed by the end of June 2006.
- In May the Audit Commission was sent a sample of VFM profiles, the Homecare Efficiency Review final report and SAP project closure report 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.

Project Sponsor:
Andrew Travers

Project Manager:
Gerald Almeroth

Value for Money Stream Board

(5) USE OF RESOURCES CONT.

- The final draft of the corporate business plan has been prepared, full plan to be published to go to CEMB 6th June 2006.
- 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 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.
- Resources need to be identified from within corporate finance and improvement and performance to complete the annual report and the value for money self assessment. Last year a self-assessment was completed for the whole of Use of Resources, a decision needs to be made as to whether this is completed again this year and if so the resources to undertake it.

Timescale:

- The register of interest, gifts and hospitality will now be transferred to Personnel at the end of June 2006 rather than March 2006.
- Homecare Efficiency Review final report completed on 5th June 2006. Parking Efficiency Review draft now being finalised.
- Partnerships were due to be audited by May 2006 but the team are awaiting results of the Audit Commission review of the 2 key partnerships in order to agree the scope.

Value for Money Stream Board

(6) TRANSACTIONAL EFFICIENCY CONT.

Business Intelligence (BI)

- To provide management information (MI) on the type, value, term, product category and financial value of all contracts. To also capture information on health and safety, equalities, BME/SME, risk, performance and contract monitoring.

Implement the Contract Management System (CMS)

- To act as a document depository for all contracts over £5K
- To provide a tool to send out tenders and deal with incoming bids, providing an on-line capability for the evaluation of tenders and effective communication with suppliers and users.

SAP Upgrade ERP 2005

- Deliver an as-is upgrade from SAP R3 4.6c to My SAP ERP 2005

Transactional Efficiency

- Reengineer back office processes across the council to increase efficiency and value for money for our customers

Original End Date: Dates will be revised following initial analysis of BI.

Current End Date: Dates will be revised following initial analysis of BI.

Total Budget: Budgets yet to be allocated

MANAGEMENT SUMMARY

BI and CMS

The CMS blueprint was given to Haringey for approval on 7th June. Clarification is being sought on how framework agreements will be managed. Business task analysis has already started as it is envisaged that the greatest resource requirement will fall on the business for this project.

The implementation of Business Intelligence (BI) was originally planned for after the Contract Management System (CMS) but was bought forward due to a delay of the CMS project. The revised plan will result in using BI initially for existing transactional reports that are difficult to extract (Phase 1) and then contract management reports (Phase 2). LogicaCMG are contracted to deliver the project with 40 development days.

The approach taken was for Haringey to provide ten transactional reports for LogicaCMG to build in the development area by the end of May. LogicaCMG have been unable to meet this timetable and a meeting has been arranged to examine the impact this will have on the overall delivery.

BI and CMS

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

Project Sponsor:
Andrew Travers

Project Managers:
Catharine Southern / Kamla Chetty / Julia McClure

Value for Money Stream Board

(6) TRANSACTIONAL EFFICIENCY CONT.

SAP Upgrade

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

Transactional Efficiency

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

Upgrade

Haringey implemented an integrated SAP Finance, Material Management/procurement and HR/Payroll in 2002. The current SAP version is reaching the end of its support maintenance cycle. By the end of December 2006, this version of SAP will result in an additional 2% charge to our support maintenance.

In addition to reaching the end of the support contract, the current version has limitation on future developments. Therefore this upgrade will help Haringey be in a better position to exploit new functionality to continue to meet business benefits for the council and keep up to date with recent technology.

Transactional Efficiency

In addition to the upgrade the transactional efficiency board is currently in the process of scoping the work to deliver the following benefits;

- Release back office resources to focus on frontline, customer facing activity, improving customer care.
- Reduce the number and cost of resources focussed on back office administrative activity
- Reduce the number of roles and activities across the authority by centralising functions where necessary
- Increase the overall accuracy, quality and effectiveness of back office functions

SECTION 8 – CUSTOMER FOCUS STREAM BOARD

Customer Focus Stream Board

(1) 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

Current End Date: Dec 2006

Original Budget: £6,435m

Forecast Spend: £6,055

End date last month: Dec 2006

Spend to date: £1,129

MANAGEMENT SUMMARY

Despite certain concerns highlighted below, the Programme continues to progress within time, cost and quality tolerances leaving the **overall** programme RAG status remaining at Green. The finalised programme budget proposal, including a contingency fund, was signed off by the Council Executive on 13th June 2006.

Timescale – There are two key factors negatively impacting programme timescales:

- The recent addition of the Council's General Purpose and Remuneration committees to the sign-off process for the new ITS structure would most likely delay our Insource implementation as these committees are currently unscheduled and have not been planned for during the PID and programme plan design stages. In addition this revised process of approval will potentially conflict with the ITS reorganisation phase 2 approach adopted by the Board and planned to be delivered under the delegated authority . One week of delay in proceeding along the lines of the original plan will result in additional costs estimated at 115K .
- The unexpected departure at short notice of the Resource stream leader increases the risk of loss of continuity and sufficient knowledge transfer.
- Hence the programme timescale RAG status has changed to 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	G	A	G	G

Customer Focus Stream Board

(1) INSOURCING ICT CONT.

Budget

- The budget status has improved now that the proposed programme budget has been signed off by the Council Executive. Any delay to the new ITS structure sign-off would cost £115,000 in spending on resources per week of delay, thus if the delay extends beyond 3 weeks, then the contingency budget will be used up. However, as this is only a potential cost, the programme budget RAG status currently stands at Green.
- A combination of delays in acquiring Northgate staff and contractor holidays not taken into account in the budget model has led to a committed under-spend in comparison to the profiled budget. It is anticipated that the delays in acquiring permanent staff will lead to higher resource expenditure on contractors later in the programme, thus using up the under-spend recorded to date and leading to the projected variance for the year as a whole being zero.

Resources – The Legacy Decommissioning team within the Service Delivery stream is facing current and potential future resourcing difficulties due to the following factors:

- diversion of existing resources to deal with unexpected problems, e.g. recent electrical and air-conditioning problems;
- the existing resources may apply for other permanent roles within the new ITS structure.

Thought is being given to the most cost-effective way to utilise any additional temporary resources that might be brought into this team thus reducing the overall resource impact and allowing the programme resources RAG status to continue at Green.

Issues – All issues are being satisfactorily managed, thus the programme issues RAG status remains at Green.

Risks – Most risks are being satisfactorily managed, the potential exception being that related to loss of staff in the Resource stream, therefore the programme risks RAG status remains at Green.

The following are the key areas of activity and/or achievement for the programme streams:

- Service Management Design – Having selected “Infra” as the preferred IT Service Management tool for the Council, the decision was endorsed by the Insourcing Programme Board and an award of contract was signed by the Assistant Chief Executive (Access) – procurement negotiations with the vendor are now underway; the ITS Customer Satisfaction Survey is in the process of being sent out to a third of ITS’s customers; the Incident, Change and Configuration Management documentation has been reviewed with Stream Leaders via a walkthrough session; the Capacity, Release, Continuity and Availability Management documentation is approaching this stage; preparations have started for the forthcoming independent challenge by the Information Technology Service Management Forum (*itSMF*).

Customer Focus Stream Board

(1) INSOURCING ICT CONT.

- **Service Delivery** – Weekend (3rd/4th June) electrical work carried out at Alexandra House as part of building maintenance resulted in unexpected shutdown of the Alexandra House legacy data centre, which led to various stream resources being diverted over a number of days to deal with the resulting problems; despite this some progress was made in legacy environment decommissioning and in reducing the backlog of support calls; good progress is being made on the migration of network and security service provision to the 3rd party supplier, which continues on target; failover testing of the infrastructure over the weekend of 10th/11th June went well in that most systems failed over as expected and the discovery of a few that didn't gives sufficient time for the problems to be resolved before the forthcoming BS7799 audit.
- **Resource** – Proposed functional structure developed and discussed with ITS SMT; joint consultations held with all members of staff to explain the rationale behind the proposed functional structure, and the next steps in the reorganisation process; questions from and following the consultations have been collected, answers to be sent out towards the end of the week; early recruitment roles were published both internally and externally and applications collated; Trade Union contact has been made and a schedule of regular meetings has been set up; seminar on restructure and redeployment held with relevant managers; concluded negotiation of redundancy settlement for one staff under TUPE. In addition S118 notice was prepared in consultation with the Head of HR.
- **Programme Quality Assurance** – Revised project resources forecasts with added input from project spend to date; reviewed time reporting process with a view to streamlining; provided assessment of impact of packaging vs manual installs and recommended a course of action; prepared ITS Customer Satisfaction Survey on behalf of Service Management Design stream; the independent challenge to the new ITS structure has been delayed by two weeks due to personnel changes in the Resource stream, however still plan for findings to be available to support report to CEMB on the 4th July; the Service Design independent challenge by the *itSMF* will take place on 15th June and they have agreed to provide the results in the form of a written non-binding opinion; a meeting has been held with Internal audit to initiate the Programme Governance and budget control independent challenge and they have suggested a slightly increased scope from that in the TOR.

Customer Focus Stream Board

(1) INSOURCING ICT CONT.

- **Procurement** – 3rd party network & security services provider distributed final version of the SLA for review; once finally agreed by IT Services it will be incorporated into the contract and passed to Legal Services for countersignature/sealing, a near final version of which was sent to Legal Services for review on 18th May; selection of a printer maintenance service provider, initially on a six-month contract while the required quantity/level of service is determined, has progressed with quotes being requested from four local SME suppliers and with a supplier agreeing to provide an ad-hoc printer maintenance service on an interim basis while the selection process is being concluded; Service Management tool procurement activity is reported under the Service Management Design stream.

Customer Focus Stream Board

(2) CUSTOMER SERVICES STRATEGY

PROJECT DESCRIPTION/OBJECTIVES

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

MANAGEMENT SUMMARY

Achievements

- Work with central IT services and Parking Services has succeeded in getting us to an interim solution to be implemented late June/early July.
- Went live with Siebel release 2 on 8th May. Siebel Development is closely linked to the delivery of the Customer Services Strategy and will report as part of this highlight report in future. In light of this the governance structure for the Customer Services Strategy needs to be reviewed to ensure that key personnel involved in delivering the Siebel upgrade are represented.
- CEMB has agreed that Admissions, Student Loans and Adult Learning Services will all transfer to Customer Services.

Project Sponsor:
Jane Waterhouse

Project Manager:
Carla Segel

Amber traffic lights

- We are now in a position to go live with Parking Permits with our interim solution. Hornsey CSC will go live first on 13th June (delayed from March) and the remaining CSCs will go live by the end of July.
- E-Payments (customer present) implementation in Customer Service Centres will be implemented once the new thin client version has been proven. Testing is currently underway.
- The Housing Improvement Board has agreed the location of the initial extension of services in the Homelessness Preventions and Options project. The decision taken on 6 June is to proceed with locating the project at Wood Green CSC utilising unused service desk space, recognising that there will be some residual activity at South Tottenham CSC.
- The Enforcement MVM Project Team has confirmed that the new version of MVM is likely to go-live in August. A meeting has been booked with the Head of Enforcement to formalise the agreement to proceed.
- A further agreement to proceed meeting will be held in June with the Head of Planning, after some minor amendments to the handover arrangements.

PROGRAMME OFFICE COMMENTS

No.	Item
1	<p>BETTER HARINGEY STREAM BOARD</p> <ul style="list-style-type: none"> Progress is being made on production of Project Initiation Documents (PIDs) for projects in the work programme, in consultation with the relevant project sponsors. A list of Better Haringey projects for monitoring within the Better Haringey Stream Board was circulated at the last stream board, listing target dates for completion of PIDs and commencement of highlight reporting. The list outlines the six key areas that have been identified as an initial focus of work. Strong links are being made between the Better Haringey programme and Better Haringey projects that are funded via the Neighbourhood Renewal Fund & Stronger Safer Communities Fund (under the Better Places theme of the Better Places Partnership Board). Work is being carried out to ensure where there are several different reporting arrangements that documentation is streamlined. A resource needs to be identified to take forward work based with Children's Services.
	<p>CHILDREN & YOUNG PEOPLE STREAM BOARD</p> <ul style="list-style-type: none"> A combined project initiation document for Children's Networks and Children's Centres has been produced and is awaiting approval. Once this has been produced a joint project highlight report will be produced each month.
2	<p>CUSTOMER FOCUS STREAM BOARD</p> <p>Siebel Release 2:</p> <ul style="list-style-type: none"> Release 2 was implemented on schedule on May 8th. This project has closed and will no longer report in the highlight report. <p>E-Payments:</p> <ul style="list-style-type: none"> The key project concern during May was the resolution of the interface specification to allow for parking payment to be taken using all of the existing payment channels. Civica required a full upgrade of our existing ATP solution to the latest "Authority ATP" solution. It was expected that if this was agreed by the project board the upgrade and testing required would take approximately 3 months to complete. Additional budget would be required to support this plan, which would be a tactical rather than strategic solution. Therefore the May meeting of 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. A project closure report for E-Payments will be presented to the Customer Focus Stream Board in July.

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Agenda item:

The Executive
General Purposes Cttee

On 25th July 2006
On 19th July 2006

Report Title: **Proposal of New High Level Structure for Information Technology Services**

Report of: **Chief Executive**

Wards(s) affected: **All**

Report for: **Decision**

1. Purpose

- 1.1 To propose a new organisational structure for the Council's IT Services (ITS) function,
- 1.2 To seek delegated authority to finalise the structure within the envelope specified in the report.

2. Introduction by Leader

- 2.1 I am determined that we have an IT service which is able to support Council services to deliver excellent and accessible services for our residents.
- 2.2 This proposal is designed to meet this objective and has been thoroughly scrutinised. I commend the report to you.

3. Recommendations

Both General Purposes and the Executive

- 3.1 To note the drivers for this restructure as set out in section 7 and that the timescales for the implementation are necessitated by the high cost and risks associated with the current temporary staffing situation.
- 3.2 To note the external challenge to which these proposals have been subject, as set out in section 12.

The Executive

- 3.3 To approve the Senior Management and Functional ITS structure proposed within this report, and set out in full in Appendix 4, in so far as it pertains to Executive functions in relation to, *inter alia*, service delivery and financial issues and to

delegate authority to the Head of Paid Service, in consultation with the Leader, to finalise the structure within the parameters specified in paragraphs 11.1 and 11.2.

General Purposes

3.4 To delegate, subject to the decision of the Executive, to the Head of Paid Service, in consultation with the Chair of General Purposes, authority to implement the staffing aspects of the restructure.

Report Authorised by: **Dr. Ita O'Donovan, Chief Executive**

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4. Executive Summary

4.1 The Executive in December 2005 and January 2006 decided to bring the support of the majority of the infrastructure in-house with Networks and Security support outsourced to a new specialist provider.

4.2 Two of the key factors behind that decision were

- The need for IT Services to deliver a higher quality and more aligned service to the business; and
- The need to support a radically different infrastructure requiring new skill sets, processes and procedures.

4.3 Delivering the insource decision has a number of elements:

- Outsourcing of the elements of the infrastructure associated with the highest risk – Networks and Security (now successfully completed)
- Transfer in of staff from NIS, the former provider of Infrastructure Services (now completed)
- Development and revision of all processes and procedures to ensure IT support best practice is implemented within the organisation
- Identification of the organisational structures required to deliver the new and existing services with greatest benefit to the Council
- Transition of knowledge from the development contractors to the recruited salaried staff to minimise loss of continuity and knowledge

4.4 Therefore it has been necessary to review the entire IT Services organisation and develop a functional structure to achieve all of these key elements. This report sets out the product of the review.

5. Local Government (Access to Information) Act 1985

5.1 The following were used in preparation of this report:

- ITS Restructure Report Council Executive July 2003

- IS/IT Strategy Report Council Executive July 2003
- Project and Programme Management – Response to the Audit Commission Review 21st February 2006
- IS/IT Infrastructure Arrangements – Options 20th December 2005
- IS/IT Infrastructure Arrangements – Options 18th January 2006
- IT Insourcing: Budget Issues Council Executive 13th June 2006
- SOCITM Insight – The Technology Challenge in 2006
- Butler Group – IT Service Management 2006
- Forrester IT Organisational Design – June 2005
- Computer Economics Ltd – Staff salary benchmarking reports November 2005/
May 2006 results

7 Background and introduction

7.1 This report sets out the thinking behind and proposed structure for the IT service. The full background is set out in Appendix 1.

7.2 There are a number of issues facing the Council that necessitate a new organisational structure, regardless of the decision to insource. Issues such as:

- A radically different architecture to support where centralisation dictates more complex, but more efficient and scalable support activity with a shift to proactive rather than reactive maintenance;
- Demand from the business for more reliable levels of service;
- The increasing demand for technical expertise to support business lead projects;
- The need for hands on IT strategy expertise to drive value from the infrastructure investment and to maintain architectural standards;
- The need for project and programme management capacity that spans the major projects rather than existing within them; and
- The need for more effective communication with the business to deliver a more service orientated approach.

These issues require a substantial organisational response across the whole service.

7.3 It is in this context that for the purposes of this report, the term 'insource' is encompass all the changes and activities required to provide a 'fit for purpose' IT service.

7.4 To undertake this activity a new project was initiated. The Programme Initiation Document (PID) was formally approved on 27th April 2006 defining a scope which sought to address the full scope of providing a fit for purpose organisation. The high level objectives of the Insource Programme are:

- 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 Council Exec on the 21st Feb 2006.

7.5 To help mitigate and manage the risks associated with Insourcing, which were set out in the reports to the executive in December 2005 and January 2006, plans to implement a new functional organisational structure and recruit into new roles have been developed within a short time frame. The process could not start until the middle of May, when all the staff became Council employees, and the driver is the need to move from support arrangements which are heavily dependent on agency staff to having permanent staff. The additional cost of using agency staff, compared with permanent staff, is estimated at over £100k per week and slippage on the timescales set out in the following table are likely to result in additional costs. This approach does bring its own risks however the benefit of establishing in-house salaried capability within this financial year is believed to outweigh the risk.

Date	Milestone
19/07 and 25/7	Approval of functional structure
26/07	Create Phase 2 consultation pack containing: <ul style="list-style-type: none"> • Cover presentation • New organisation structure • Role descriptions, numbers and teams • Ringfencing details, including ringfenced groups and process
27 and 28 July	Consultation Presentations
31/7	Publish Phase 2 consultation pack
18/08	Deadline for comments on the Phase 2 consultation pack
25/08	Delegated Authority given for Phase 2 detail
01/09	Start ringfencing process for relevant roles
30/09	Start external recruitment process for other roles

7.6 This report contains a functional overview of the proposed structure and the senior management posts required. The design and implementation of the detail below this level is continuing in parallel with the approval process for the functional structure.

7.7 External challenge is an inherent feature of the insource programme. 5 independent challenges have been arranged. This number was necessary due to the diverse skill sets required across the programme. The overall view will be challenged by the independent executive appointed to sit on the project board. The challenge to date is set out in section 12.

7.8 The report is structured as follows:

- 8 Considerations for the new structure
- 9 Gap analysis of the current structure against future needs

10	The proposed functional structure
11	Resourcing
12	External challenge

8. Considerations for the new ITS Functional Structure

The combination and organisation of all of the functions within an IT organisation are influenced by external trends and best practices (“what should or could we do”) as well as some internal realities (“what can we do”).

The need for restructuring within ITS is driven by the need to:

- take into account of developments in ITS Service required and advancing industry practices;
- Support a new TR infrastructure requiring new skills and a new way of operating;
- gain maximum benefit from the technology investment made
- continue the efforts of the 2003 restructuring to align ITS more with the business;
- address overlaps and gaps between the roles of the transferred staff and the roles in the existing ITS organisation (less than half the required staff transferred across from NIS with only a few of the required processes);
- transform ITS to enable it to provide Infrastructure support in house for the first time, rather than managing a provider; and
- address some of the recognised shortfalls of the current ITS resourcing.

With this in mind we have analysed the following in reaching our proposals for the new structure:

- Internal Analysis:
 - Previous restructuring recommendations
 - Audit Commission Review recommendations
 - Feedback from IT staff
 - Feedback from IT users and service stakeholders
- External influences
 - ITIL service management best practice
 - Industry reports

The remainder of this section summarises this analysis.

8.1. Recommendations from previous restructuring proposals

8.1.1. The last ITS restructure was undertaken in 2003 and while there have been some significant changes within ITS since this review, many of the organisation design principles developed and applied in this report remain valid. Many of these roles now need to be strengthened and enhanced. The following table shows the applicability and continuity of these design principles:

Design Principles (2003)	Applicability in 2006
There should be a clear interface between IT Services and customers	Need to retain and strengthen the Business Partner group. This interface can be made clearer with the establishment of a new functional area to raise the profile of the Business Partner group
There should be a clear interface between IT Services and suppliers	Service Management function should be retained and renamed to Supplier Management having a more strategically focused outlook
There should be a clear distinction between application development and support	Maintain the separation between Development and Operations
There should be roles which bridge the gap between IT and the business	Refer above to Business Partner recommendations
There should be adequate cover on operational support roles	With the creation of a highly skilled Service Desk, the role of Service Desk Analysts will be created taking ownership of the call and aiming to resolve the incident at the first point of contact. During peak hours all Service Desk Analysts will be made available, where possible to cover the volume of calls expected.
Support activities should converge wherever possible	Service delivery will now combine the functions of supplier management, procurement and finance to make sure they all work closely together.

8.2. Recommendations from the Audit Commission review

- 8.2.1. The Council's response to the Audit Commission's review of the Tech Refresh project sets out changes to be introduced to strengthen programme management processes and procedures within the Council. One of the recommendations was to set up a dedicated Programme Management Office (PMO) in the Improvement and Performance Team. The report also refers to an IT Programme Management Office that would work alongside the Corporate PMO to ensure synchronisation and control of major IT related initiatives.
- 8.2.2. The IT PMO function was originally established to support the delivery of the Tech Refresh and Capital Programme and so has not been a part of the historical establishment headcount. Hence this report will provide for the formalisation of this role with the IT PMO established as a direct report into the Head of IT. As the IT PMO is established and staffed, this group will need to

continue with the requisite relationships with the Corporate PMO to ensure appropriate demarcation and coordination of duties

8.3. Feedback from Staff within ITS

8.3.1. All ITS staff were surveyed as an input into this process and site visits were undertaken to IT functions in other Local Authorities to understand their views and recommendations. It is recognised that consultation is a very important part of making the new ITS organisation successful to obtain staff, trade union and stakeholder feedback. Consultation is planned to run to the end with Phase 1 currently in progress focusing on explaining and gathering feedback on the new functional organisation structure. Phase 2 consultation will commence once this structure has been approved and will look to share and obtain further feedback on the detailed roles and positions required. As part of staff consultation, regular question and answers sessions are being held with staff to address their concerns and take their feedback onboard. Questions that are not personal in nature are being consolidated and shared with all staff in regular staff bulletins.

8.4. Feedback from IT Users and Stakeholders

8.4.1. Feedback is being obtained from stakeholders, that is anyone with an interest in our IT Services whose knowledge, views and actions can affect the outcome/success of this review and/or is affected by its outcome/success (such as end users, members, etc). It is vital to understand their views on the current level of services provided by the ITS organisation and what they expect from ITS in the future.

8.4.2. A user survey is in progress to obtain feedback on the services provided by ITS. Findings will be included in the proposed functional structure to ensure the new model is fit for purpose and delivers the quality of IT services users require at a cost that is acceptable as well as continues to improve the process of prioritisation. Initial high level results from the survey is included below

- There are mixed overall views of IT Services. Nearly two thirds of users agree that IT Services proactively seek to improve the quality of technology provided to the business, but only 49% agree that IT Services provide an effective consulting service to the business.
- This is further emphasised by the feedback regarding IT development projects, where only 51% of those involved in IT projects agreed that the project was successful, and only 42% of these respondents stated that IT Services proactively sought to understand the IT needs of the business area.
- Feedback regarding the IT Support available to users was also mixed – less than half of users agreed that the waiting time for support was acceptable, but the majority of users stated that IT Support staff were both helpful and knowledgeable.

- 8.4.3 The survey provides a baseline for assessing improvements (or otherwise) in the perception of the performance of the service.

8.5. ITIL Service Management Best Practice

8.5.1. The IT Infrastructure Library, "ITIL" is a best practice framework for IT service management developed by the Office of Government Commerce (OGC) and endorsed by the British Standards Institute (BSI). ITIL is now the de facto worldwide standard for Service Management and the introduction of these principles is expected to provide real service benefits for IT users within the Council. The ethos behind the development of ITIL is the recognition that organisations are becoming increasingly dependent on IT in order to satisfy their corporate aims and meet their business needs. This leads to an increased requirement for high quality, cost effective IT services.

8.5.2. Having previously invested in the Project Management Framework and reaped the benefits of having controls and boundaries to work within for IT projects, ITS is looking to continually improve and refine its ways of delivering services to the business and is looking to invest in a new ITIL Service Management capability to create repeatable, measurable processes which focuses on delivering:

- IT support (keeping the IT environment running by resolving problems and performing to service levels)
- IT services (providing new and enhancing existing IT services to meet the increased demand of the business by managing changing priorities and looking ahead by undertaking capacity and contingency planning).

Although ITIL provides processes across the range of IT functions it is most commonly applied across Service Management and Service Delivery functions rather than Development or Strategy. This is exactly how we plan to implement it at in ITS so it complements but does not duplicate the Project Management Framework (PMF) used in development and across the Council.

ITIL also reinforces and strengthens many of the measures introduced during the last ITS re-organisation in 2003, the key one being the separation of proactive and reactive roles within ITS. Roles are aligned to the services and urgency of service required, for example quick help or fixes to incidents separated from continuous improvements/expansions & progression of longer running problems. This will provide users with a more dedicated service in each area.

8.5.3. Appendix 2 provides more information on ITIL and shows an assessment of where we are now against the each ITIL category. The aim of the proposals set out in this report is to bridge these gaps.

8.6. Industry Reports

8.6.1. Latest research from Butler Group, Forrester and SOCITM Insight on high-performing IT organisations has also been taken into consideration.

- 8.6.1.1. Butler Group's findings recognise that IT Service Management is evolving from the discipline of managing the infrastructure based purely on perceived technical requirements to managing the same infrastructure based upon organisational requirements. Since organisational requirements change in a highly dynamic fashion, the related infrastructure usage requirements need to be catered for in an equally dynamic manner.

ITIL is required for key functions that are imperative in managing high-quality IT services such as change management, problem resolution, service levels, capacity and contingency planning and configuration management. It is important to get these key functions right as:

- Interruption of an IT service is expensive and can have disastrous consequences for an organisation.
- The speed of introduction of new technologies and continual change means that the complexities present in the IT environment cannot be successfully managed without dedicated toolsets.
- Running IT as a business means that financial management of IT is essential including asset management and charging applications.
- IT departments and business lines need to reduce the costs of operations and maintenance (keeping the lights on) so that an increasing share of the IT budget is available for IT and business improvements.

- 8.6.1.2. Findings from SOCITM Insight show that effective IT Service Management demands repeatable and measurable processes and that ITIL offers a public domain, non-proprietary framework for processes and service management for heterogeneous environments. They recognise that ITIL shows the goal, general activities, inputs and outputs of the various processes, but it does not cast in stone every action that needs to be performed on a day-to-day basis leaving flexibility for the organisation implementing it.

SOCITM also recommends that ITS should not wait for others to inform them how IT Services can contribute to the business but should be extending their reach deeper into the business to get involved in identifying issues with IT solutions as early in the process as possible. It also identifies the need for project management to become an operational competency and for project managers and their management to be supported by an organization wide approach to capacity planning

- 8.6.1.3. Forrester in its paper on organizational design within IT identifies several trends:

“Process-orientated infrastructure using the ITIL framework become mainstream. ITIL provides a set of best practices for IT infrastructure groups. The framework has reached tipping point of acceptance in North America and Europe. The next step is the reorganization of infrastructure groups into the functions of ITIL”

“New Structures reinforced to execute cross divisional projects. Program and project offices have been around for a while, and they will increase in number and power. Furthermore, internal consulting groups that loan out their services across the enterprise will grow in importance. Finally, the planning function will assume greater enterprise focus as it exercises more control over prioritization of large cross divisional projects”

Forrester also recommends active management of communications from IT to improve perception as improving this is critical to taking a more proactive role in planning with the business - “The planning function needs to ensure that the business strategic plans are in line with IT’s capabilities. A critical but difficult step is to prioritise projects across the business units. Strong leadership is required to tackle this contentious issue”.

9. Gap Analysis of the Current ITS Organisation Structure and Future Needs

- 9.1. Having scanned the environment, an analysis was undertaken of the current ITS organisation structure following the completion of Tech Refresh and the bringing in-house of ex-NIS roles against the needs of the future ITS organisation to deliver a quality, cost effective IT services to the business. The current organisational structure is set out in Appendix 2.
- 9.2. Key areas for development are highlighted in two groupings: (1) operational and service delivery issues and (2) development and long term planning.
- 9.3. The key operational and service delivery issues are:
 - There is a gap between our current capacity and structure and that required to deliver to the **ITIL** standard. This is set out in section 8.5, above;
 - There is a lack of dedicated resource able to provide **technical guidance** the business requires to select and implement the appropriate solution. This impacts the service that Business Partners can offer the business and results in both Business Partners and Project Managers having to use 3rd line support resources to obtain the information they require. This in turn has an impact on the timeline and quality of work that 3rd line resources are responsible for. Because the demand outstrips supply the business often progress IT dependent projects to a solution stage without any input from IT, which results in rework, delays and frustration; and
 - **Continual improvement in IT service delivery** to end users with the first point of contact being a highly skilled Service Desk Analyst who will take ownership

of the call until the incident or new service request is delivered with the goal of resolving incidents at the first point of contact.

9.4 The key development and longer term planning issues are:

- It has been recognised that ITS suffers from a **lack of internal business analysis expertise** required to extract detailed user requirements to deliver business projects. One of the key aims of a more service orientated ITS is to develop a better understanding of the customer's requirements. This has been recognised in the industry as one of the most cost effective ways of improving business satisfaction;
- **Business partnering** – the Business Partners play a valuable role as the liaison between the different Council constituencies and ITS. This role needs to be further strengthened as ITS aligns its IT strategy to the business strategy to meet the increased demand and changing priorities for IT services. Operations and Development are the two primary deliverers of service into the business with a natural tension between the development activities and the support activities required. Hence Business Partners should not sit within either of these areas. It makes sense to have them reside in their own area so that independence and objectivity is maintained;
- ITS recognises a need **to improve communication and performance** reporting to business stakeholders, IT users and ITS staff. This restructure provides an opportunity to make a dedicated resource accountable for bringing about improvements in this area;
- We lack permanent expertise within the **ITS PMO** which controls and de-risks major IT activities and makes sure they are joined up with the protocols required by the Corporate PMO; and
- The need for a hands-on **Design and Strategic Services** function that can guide the activities of the business partners, work with the technical project managers and business systems analysts has been recognised. ITS is in a phase of consolidating and driving value out of it's recent infrastructure investment thus the emphasis is on 'practical maintenance of architectural integrity' rather 'blue sky architecture strategy'. This function will also action as a valuable point of knowledge transfer and technical interface when ITS require external specialists on bigger projects.

10. Proposed Functional Structure

10.1. The proposed functional structure aims to evolve ITS from managing the infrastructure based purely on perceived technical requirements (for example, simply ensuring bandwidth is available) to managing the same infrastructure based upon organisational requirements (for example, ensuring bandwidth is available for those applications that are mission critical, and where necessary throttling bandwidth for non-essential applications or usage). Refer to Appendix 4 for a representation of the proposed functional structure.

- 10.2. It has 6 main functions (4 core business focused functions and 2 inward-facing functions) which are described in more detail below along with the anticipated changes.

10.3. Operations

- 10.3.1. The purpose of the operations function is to provide the day to day support to the infrastructure and users: keeping the lights on. The major changes proposed are set out below.
- 10.3.2. The current Security team would move from within the Strategy and Architecture function to sit within the Operations area. The Security team is currently quite operationally focused (handling mail filtering, browser restrictions, etc) and so this is a good fit in the new model – this function is therefore given the title Operational Security for clarity.
- 10.3.3. Application Packaging will be established as a new function replacing application deployment required for the old technology (this role is currently performed by contractors). It provides consistency of deployment when changes are made to the new infrastructure. Note that this is considered an “operations” type activity rather than a “development” type activity hence establishing the team within the Application and Infrastructure Support function.
- 10.3.4. Introduction of a highly skilled Service Desk function which aims to consolidate 1st and 2nd line support activities to provide greater ownership of incidents with the goal of resolving incidents at the first point of contact. Users will get the assistance they require quicker, more often without being passed around and will not have to explain their request/problem more than once. The higher percentage of fixes by the first point of contact will mean lower average fix times and a lower volume of open calls at any point in time.
- 10.3.5. Introduction of a dedicated Problem Management capability to identify trends associated with incidents and to be able to resolve the underlying cause of the problem. This role has not been previously formalised and has traditionally consumed excessive amounts of management time. This will reduce the impact of problems on the rest of the service provision. The business working with IT on projects and development will see the resources they interact with being distracted less and being able to plan better and those awaiting problem fixes will experience a more dedicated service.
- 10.3.6. Introduction of a dedicated Technology Change Management capability to control changes to the IT environment reducing the resourcing overhead required as changes will be made in a planned and structured way. It combines the functions of:
- Configuration Management
 - Change Management
 - Release Management

This will allow ITS to implement change with less impact on critical services, which is increasingly important as the requirements for project related changes continue to grow. Users will experience a more reliable service. Projects may experience less flexibility in the timing and application of their changes but they will also benefit from less need to back-out and reverse changes with unforeseen impacts.

- 10.3.7. The Asset Management function (including stores – software and hardware management) will be formalised and will sit alongside the Change Management function given the areas of overlap between the two areas

10.4. Service Delivery

- 10.4.1. The purpose of the service delivery function is to provide medium term, proactive management of the infrastructure and to manage the various suppliers required to make services work. The key changes are set out below.

- 10.4.2. Service Management will be renamed to Supplier Management and will sit within the Service Delivery area which emphasises the need for this function to become more strategic in nature. Procurement sits alongside as these two functions will work closely together to manage suppliers. Structurally this also means that Supplier Management is separated from both Operations and Development and is more likely to take a holistic view of supplier spend and relationships across all of ITS. It will be supported by a new recharging model providing transparency of costs.

- 10.4.3. These functions will also be strongly supported by the Finance function to ensure robust charging and reporting mechanisms are in place.

- 10.4.4. Introduction of a dedicated capability within Service Delivery to look ahead at future availability and capacity requirements combining the following functions:

- Availability Management
- Capacity Management
- IT Service Continuity Management.

- 10.4.5. Introduction of a Technical Project Management/Co-ordination capability providing technical guidance to Project Managers and Business Partners who currently use multiple 3rd line resources to provide them with the technical information that they require detracting from their operational responsibilities. This will result in a much more efficient interface, freeing up Operations to focus on service delivery and ensuring Business Partners have faster and more reliable access to the technical advise and Haringey architecture knowledge when required.

10.5. Development

- 10.5.1. The purpose of development is to build enhancements to existing or new systems and business processes. Permanent business and systems analysis expertise is required to be able to elicit detailed user requirements and ensure that the implemented solution is for purpose.

10.6. Planning and Relationship Management

- 10.6.1. The purpose of this function is to develop strong relationships with the business to ensure the IT strategy is aligned to the business strategy. The key changes are set out below.
- 10.6.2. The Design and Strategic Services function will bring relevant technical and application knowledge into the group to ensure full advantage is taken of the current infrastructure and to align the IT strategy to the business strategy. However it is also recognised that Haringey's current capacity in this area may need to be augmented by selective procurement of external services as demand for ITS services evolves
- 10.6.3. The Business Partner group moves from Development to this new function and takes on additional responsibility for service level management with the business once the IT service management framework is in place.
- 10.6.4. Member and Executive Support moves to sit alongside the Business Partner function recognising that this is a key aspect of relationship management for ITS and this function operates in a similar capacity to the Business Partners. The Member and Executive Support will maintain a close working relationship with the Service Desk to ensure Member and Executive related incidents get resolved in a timely and appropriate fashion.
- 10.6.5. The Business Unit Information Centre is a new function that will take responsibility for ITS communication and performance reporting to key stakeholders, being Members, business customers, IT users and external suppliers.

10.7. PMO

- 10.7.1. The purpose of the PMO is to control major IT activities and synchronisation with the Corporate PMO.
- 10.7.2. Building up and elevation of the PMO function so that it sits as a direct report into the Head of ITS providing the necessary visibility of all project related activity across the department. This was referenced in the Audit commission findings and will link up with the corporate PMO as suggested. The PMO will highlight how the project portfolio in ITS supports Council plans and what interdependencies and gaps exist
- 10.7.3. It will also take on a quality assurance role looking after the DPA and other standards (such as BS7799)

10.8. ITS Business Support – HR co-ordination, internal ITS communication and education

- 10.8.1. The current Executive Support group is re-named to differentiate between the Member and Executive Support group. The majority of activities in this area will remain the same with strengthening of the communications within ITS and

HR co-ordination roles. This function will be closely aligned to the Business Unit Information Centre.

10.9. Summary of proposed structure

- 10.9.1. The proposed ITS organisation aims to align and evolve IT services to meet the changing demands and priorities of the business by continually improving and refining the services it delivers. Investing in ITIL service management best practices is the next step in the evolution following on from the benefits obtained from adopting the rigour and controls recommended by the Project Management Framework. The proposed structure is set out in full in Appendix 3.
- 10.9.2. The next section of the report considers the resourcing required to make this functional structure effective.

11. Resourcing

- 11.1. The available funding is set out in the following table, comprising three elements, the current permanent headcount, the additional funds forecast in the January report to members and capital funds that are currently allocated to permanent staff or long term contractors in ITS.

ITS Resourcing	Headcount	Cost/Funding (£000's)
Existing Permanent Staff Budget (incl allowance for overtime)	70	3,600
Insource model provision (excluding the helpdesk)	30	1,250
Base Capital commitment (1)	ca. 6	500
Sub-total	106	5,350
Base resource not allocated in December and January reports (2)		710
Total		6,060

Note 1 – Charge to Capital referenced represents some capacity built in to deliver capital projects

Note 2 – The December/January modelling which aimed to provide a like for like comparison with the services being offered by NIS rather than aiming for service capability appropriate to business demand. Members agreed to hold this resource in base budgets for potential application in the revised arrangements for IT services.

- 11.2. If members agree the proposed functional structure, it is proposed that delegated authority is granted to finalise the structure. It is proposed that this authority is given within the parameters set out in the following table, with an aggregate financial cap of £6,060k. The parameters are defined in terms of headcount and financial limits on each of the functional groups within the structure.

Group	Headcount		Total on-cost
	Min	Max	Max
Senior Management	5	5	£526K
Operations	53	59	£2,712K
Service Delivery	10	14	£787K
Development	19	24	£1,336K
Planning and Relationship Mgmt	10	15	£974K
External design & Strategic Services	n/a	n/a	£200K
PMO	5	7	£362K
ITS Business Support	4	5	£180K

- 11.3. This is a similar level to the funding provision in previous years. However. As indicated above, indicated on a like for like basis that savings of £700k would be possible against this. In January members accepted that it would be imprudent to take these savings.
- 11.4. The report has set out the rationale for the proposed structure. This section of the report sets out clearly the additional functions and services included in the proposal over that considered in January:
- the January report recognised, but for reasons of comparability, did not address, a deficit in technical expertise within the IT department. This was further highlighted in the June report to the Executive. We have made provision for two functions to address this – **Technical Project Managers** and **Design and Strategic Services**. This will help to ensure:
 - good management of infrastructure expansion to optimise the benefit from and extend the life of the current infrastructure;
 - quality technical and design advice to projects, reducing the risk of delay, technically de-risking projects earlier in their genesis and allowing the operational technicians to concentrate on their core roles; and
 - a strong technical design authority that is not dedicated to projects but can guide the activities of the business partners, the technical project managers and the business systems analysts. This function will also action as a valuable point of knowledge transfer and technical interface when ITS require external specialists on bigger projects. Provision has been made within the envelope limits to resource this function and to fund some external assistance which can be more efficiently procured as required.
 - the Audit Commission report has reinforced the value of the **Programme Management Office**. As the functional groups show this function has been elevated to report direct to the head of ITS in the proposed structure and provision has been made in the envelope above to strengthen this area.
 - we have conducted a full review of the service against **ITIL** and recognise the value in separating various functions. In particular, the proposal enhances the resource available for asset management, configuration

management (maintaining the blue print and allowing proposed changes to be evaluated more effectively) and problem management; and

- we have focussed some additional resource on the **Service Desk**, to focus on service improvement.

12. External Challenge

At the time of writing, we have received external challenge from two sources: from the independent board member and the IT Service Management Forum. It is anticipated that further comments will be available prior to the formal executive meeting.

- 12.1. **itSMF - The IT Service Management Forum** (itSMF) is a not for profit organisation. It is a prominent player in the on-going development and promotion of IT Service Management "best practice", standards and qualifications and has been since 1991. They have discussed our plans with us and were impressed by the knowledge, self assessment and risk awareness across the team. They commented that our timetable for the implementation of implementing Configuration tools was aggressive but this can be mitigated the Service Desk is aware of the status and resourced for any additional work.
- 12.2. The **Independent Board representative felt that the** proposal was clear and well presented. The conclusions reached are based on a thorough analysis of the current situation and appropriate research of "best practice", suggested that we had incorporated most of the key elements required in an ITS organisation. A number of detailed comments were made which were or are being addressed.

13. Legal Implications

- 13.1. The Head of Legal Services has been consulted on the content of this report. The budget and service delivery implications of this report are an "executive" side function. The appointment of staff and changes to terms and conditions of service are a "non-executive" function. If more than 20 posts are affected then this is a matter within the remit of the General Purposes Committee (GPC). GPC will therefore be asked to meet and consider the staffing aspects of this restructure before The Executive meets on 25 July to consider the main operational issues for the enlarged Service. It is open to both GPC and The Executive to delegate decisions on the final details of the new structure to the Head of Paid Service in consultation with the Leader.
- 13.2. Given the cost implications to the Council of any delay in implementing this structure, Members are asked to agree that there is a strong case for such a delegation. The serious budgetary implications of any delay are also a reason for treating The Executive's decision as an urgent one
- 13.3. The non-executive Remuneration Committee (RC) has within its remit decisions on the remuneration of posts covered by the Senior Management Performance Appraisal Scheme. In accordance with the existing Protocol approved by RC, the Head of Personnel will progress grade evaluations in consultation with the Chair of

RC, the Executive Member ODP and appropriate officers. Outcomes will be reported to the next meeting of the RC.

- 13.4. The outline proposals concerning the future structure and organisation of IT Services indicate a substantial change in the current organisation of the service. Compliance with the Council's policies and procedures regarding organisational change, redundancy and redeployment will be necessary to ensure that the restructuring exercise is fair and reasonable and complies with the Authority's duties as an employer. Consultation with the staff affected by the proposals has already commenced. Meaningful consultation with staff and their representatives is necessary both in terms of the statutory duty under Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 and the responsibilities of an employer under common law.
- 13.5. The provisions of the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) place restrictions upon the dismissal of staff where the reason is connected with a transfer under TUPE. Such a dismissal will be unlawful unless it is for an economic, technical or organisational ("eto") reason entailing changes in the workforce. The reasons set out in this report as requiring the restructuring of IT Services would appear to be capable of constituting such an "eto" reason or reasons in this context.

14. Equalities Implications

- 14.1. There are no direct equalities implications of this report. It is worth noting however, that the restructure will be implemented in line with the Council's full procedures and that the IT service will be better able to support frontline services in providing their services to the community.

15. HR Implications

- 15.1. The Head of Personnel has been involved in the preparation of the proposal to restructure IT Services. The proposals in the report are in accordance with the Council's various Personnel policies. Normal Council arrangements will be applied to effect the organisational change including staff & union consultation; job evaluation; and the recruitment, ringfence and redeployment of staff. The evaluation of Senior Management graded jobs will be progressed in accordance with the Terms of Reference of Remuneration Committee.

16. Comments of Acting Director of Finance

- 16.1. Executive on 18 January 2006 agreed to proceed with bringing this service in-house. In my comment in that report I noted the inherent uncertainty in cost estimates of this nature and recommended that the projected full year saving of £700k after the transition period was not assumed in budget assumptions from 2008/09 onwards. This proposal reports that a structure can delivered within that initial budget assumption, but that in order to obtain the maximum benefit and performance an enhanced structure is put forward for Members consideration.

16.2. If Members agree to utilise the £700k, the assumption is that this contribution to balances in 2007/08 can be contained within the revised position after the 2005/06 out-turn and will still be in line with the planned reserve target in the medium term.

17. Staff Side Comments

17.1. Comments from Unison are shown in Appendix 5.

18. Appendices

Appendix 1 – Background

Appendix 2 – ITIL Key Historical Activities

Appendix 3 – Current ITS Functional Organisation Structure












Appendix 4 – Proposed Functional ITS Structure

Appendix 5 – Unison comments

Appendix 1 - Background

- 1.1 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.
- 1.2 The infrastructure contract was let in 2002 to NIS, as part of the desegregation of our outsourcing arrangements from the previous large 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.
- 1.3 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.
- 1.4 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.
- 1.5 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 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.
- 1.6 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. The expertise issue is addressed in this report. The appraisal against the other criteria was finely balanced and centred on the risk to good service delivery from the option. It was decided to insource the service and seek a negotiated exit from the contractual arrangement with NIS.
- 1.7 Settlement was reached with NIS in mid March 2006 with outcomes and relevant funding consequences agreed by the Council Executive in June 2006.

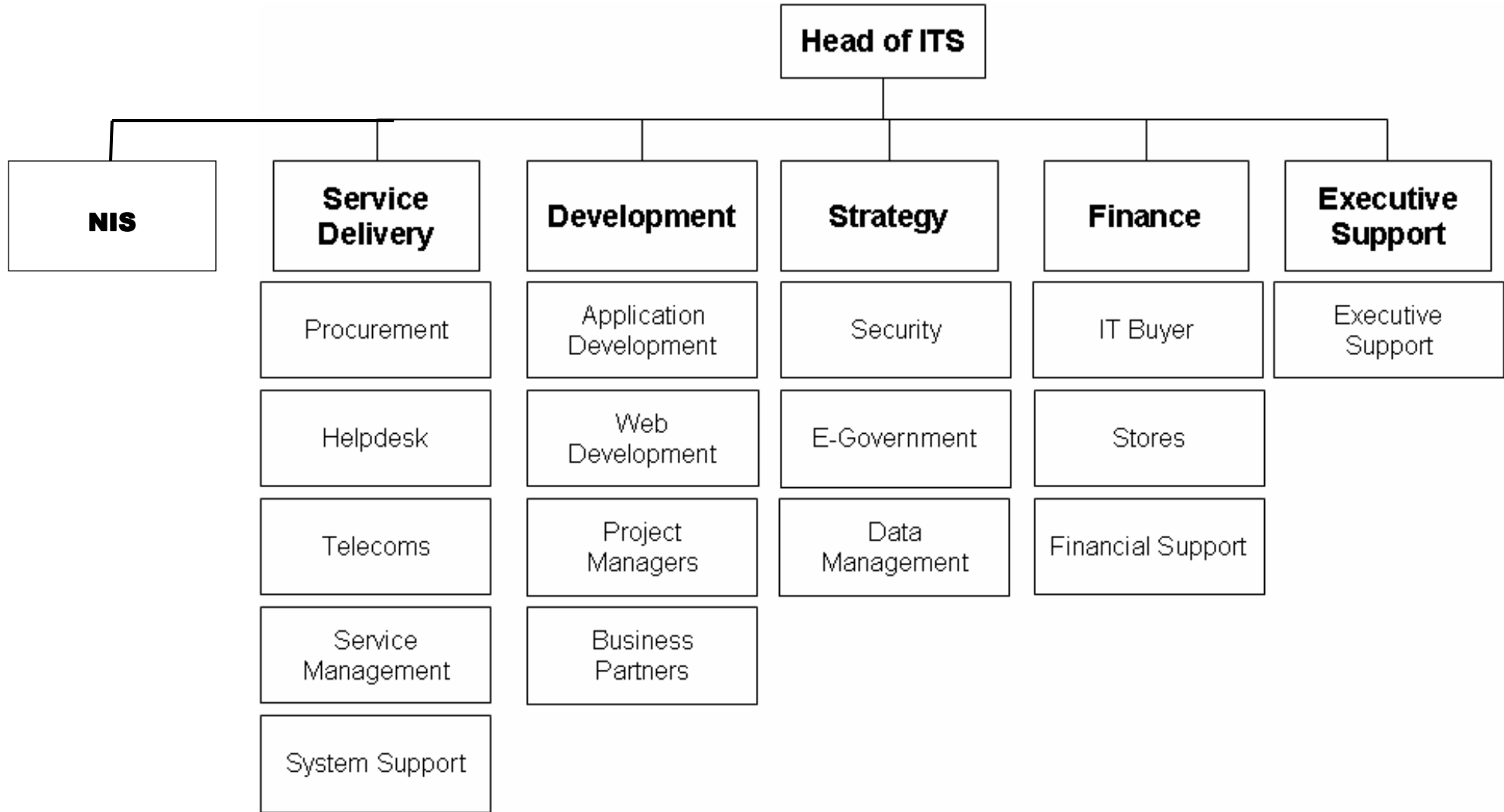
Appendix 2 – ITIL Key Historical Activities - This model depicts the ITIL roles being considered for the new ITS organisation and shows which elements ITS has traditionally done.

Change Mgt	<ul style="list-style-type: none"> Oversees the quality and timeliness of all changes to the ITS environment 		<ul style="list-style-type: none"> Some Change Mgt carried out by HC and some by Northgate. Not fully mature & inconsistently applied
Configuration Mgt	<ul style="list-style-type: none"> Ensures accurate data is held relating to the IT environment 		<ul style="list-style-type: none"> Configuration Management was minimal – only Asset Mgt conducted by HC with Altiris
Release Mgt	<ul style="list-style-type: none"> Oversees the release of significant or complex changes (i.e. releases) 		<ul style="list-style-type: none"> There was no Release Mgt function; some release activity from Change Mgt & 3rd line support
Service Desk	<ul style="list-style-type: none"> First point of contact for all incidents and queries relating to ITS – Skilled staff attempt to resolve call on FPOC 		<ul style="list-style-type: none"> No Service Desk existed. Two helpdesks one Northgate and one HC undertook limited SD activities
Incident Mgt	<ul style="list-style-type: none"> Involves the ongoing management of incidents / service failures to restore normal service as quickly as possible 		<ul style="list-style-type: none"> Low level incident management conducted by each Helpdesk – mostly ad hoc approach
Problem Mgt	<ul style="list-style-type: none"> Focuses on the reduction of Service Desk incidents through the resolution of the underlying cause of the errors 		<ul style="list-style-type: none"> No problem management function existed. Little focus on pro-active prevention or incidents / problems
Availability Mgt	<ul style="list-style-type: none"> Monitors availability of key systems and services, and plans to ensure appropriate levels are maintained 		<ul style="list-style-type: none"> No Availability Function or Manager – some activities undertaken on ad hoc basis but these are fragmented
Capacity Mgt	<ul style="list-style-type: none"> Monitors capacity of key systems and services, and plans to ensure appropriate levels are maintained 		<ul style="list-style-type: none"> No Capacity Function or Manager – some activities undertaken on ad hoc basis but these are fragmented
IT Service Continuity Mgt	<ul style="list-style-type: none"> Undertakes planning and testing to ensure IT Service Continuity 		<ul style="list-style-type: none"> Function does not exist. Contingency Plans are reasonable but rigorous process is not in place
Service Level Mgt	<ul style="list-style-type: none"> Manages performance against internal and external SLAs and 3rd party agreements 		<ul style="list-style-type: none"> Bus. Partners & SDMs offer clear accountability. Lack of formalised processes, policies & structures
Finance Mgt	<ul style="list-style-type: none"> Financial Management for IT Services provides the basis for developing a "cost conscious" ITS organisation 		<ul style="list-style-type: none"> Relatively mature compared to other processes and new Chargeback models is defined

 Haringey  Northgate

Appendix 3 - Current ITS Functional Organisation Structure

The current ITS organisation structure can be represented functionally as follows.



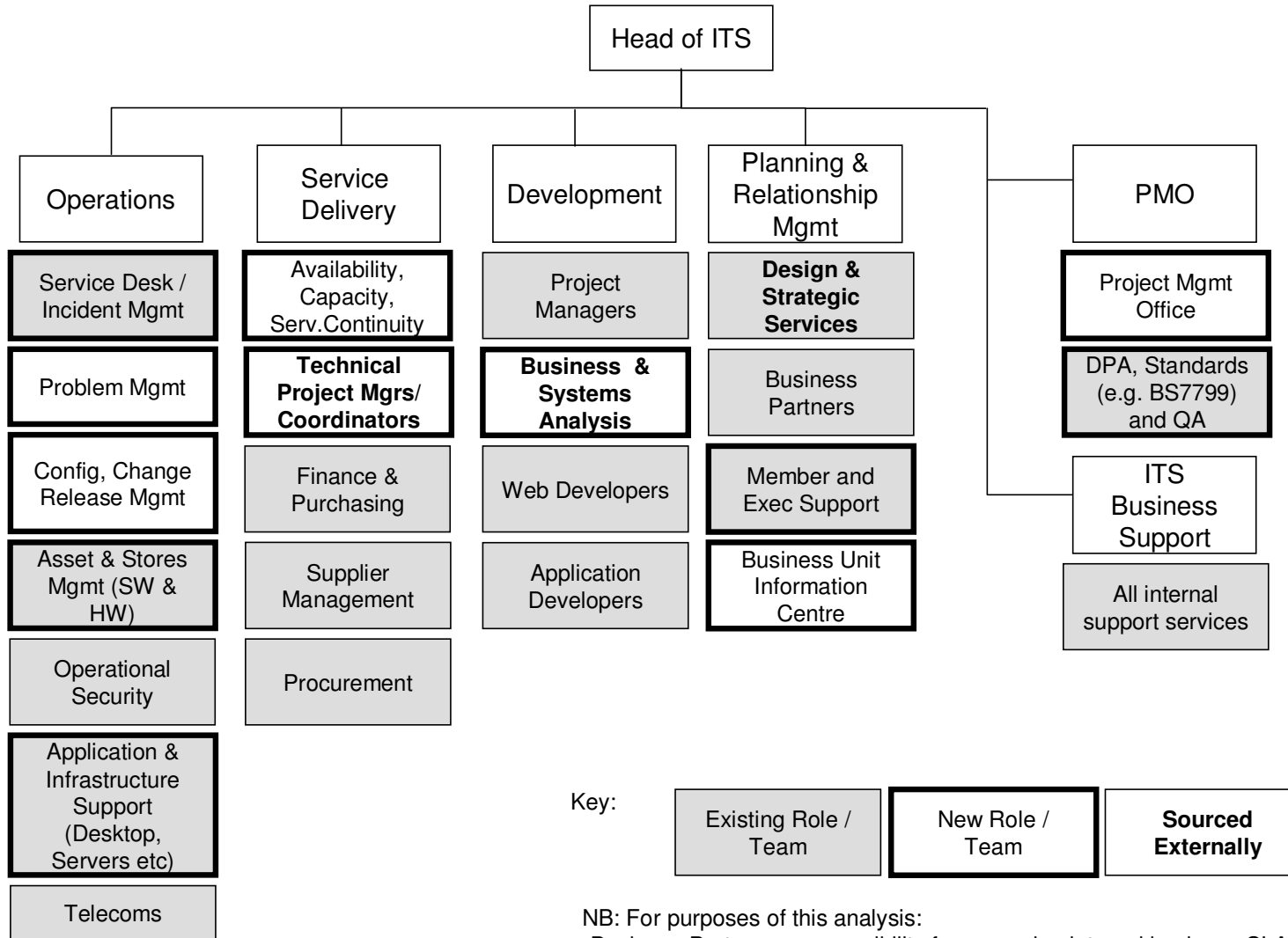
Descriptions of these functional areas are as follows:

Functional area	Key Responsibilities
Finance	<ul style="list-style-type: none"> • Produce and maintain budgets for the overall IT department, and individual IT projects • Promote effective control of spend on IT projects • Produce forecasts • Keep an up to date log of all hardware and software resources within Haringey Council • Purchase all hardware and software required • Recharge Management • Conduct periodic IS “Audits” • Provide financial Support to the PMO, Project Managers and Business Partners • Maintain financial visibility of managed services • Provide financial approval for, and management of, business cases • Contract Agency Management
Strategy	<ul style="list-style-type: none"> • Responsible for the integrity of the Haringey IT technical architecture • Define and maintain the Data Management strategy, ensuring compliance throughout Haringey • Ensure that eGovernment targets are incorporated into Haringey’s business and IT strategies • Monitor BVPI statistics • Define systems, policies and procedures required to maintain the security of Haringey’s information assets • Maintain and update network security policies • Responsible for the security of all electronic data held, and adhering to data protection legislation • Ensure physical security of all IT equipment, media and networks • Manage ITS BS7799 registration • Manage the security of internal and external emails, including “spam” filtering and handling exceptions
Development	<ul style="list-style-type: none"> • Development, end-user acceptance testing and installation of all applications needed for IT projects • Work with Business Partners to ensure the most appropriate solutions are developed • Work with external suppliers where appropriate to install applications • Responsible for managing and delivering specific IT projects. • This includes, where appropriate, defining project scope and timeline, requirements capture, issues and risks, budgets, meeting project milestones • Manages team members from appropriate sources, e.g. development team, contractors, business unit members • Performs regular project reviews, and post-project review • Primary point of contact between the business and ITS • Responsible for ensuring a 2-way, effective relationship

Functional area	Key Responsibilities
	<p>between ITS and the business is maintained</p> <ul style="list-style-type: none"> • Carry out requirements capture for IT projects, and ensure buy-in at senior management level • Provide project team with business knowledge as required • Escalate and resolve any strategic, operational and development issues as required
Service Delivery	<ul style="list-style-type: none"> • Provide ongoing management and support of applications currently in operation • Ensure all IT procurements provide good value for money and deliver on time • Define, maintain and formally close where appropriate all contracts • Maintain an up-to-date log of all hardware and software • Support all aspects of fixed and mobile telephones • Provide support and maintenance of all telecoms systems, working with external suppliers where necessary • Provide 1st line support • Respond to all calls within pre-defined timescale, and seek to resolve issues at first point of contact • Follow defined support processes, and escalate unresolved calls • Monitor resolution of calls, ensuring they meet established service standards • Management of Service Level Agreements • Ensure that continuity of service can be recovered within agreed timescales • Ensure a cost effective and sustained level of availability is provided to the business • Incident, problem and release management • Network, security and desktop maintenance
Executive Support	<ul style="list-style-type: none"> • Provides administrative support for ITS (managing diaries, scheduling events/meetings) • Document and presentation creation support, managing holiday/training schedules, etc) • Supports resolution of operational personnel issues • Manages internal ITS communications • Represents the face of ITS when dealing with stakeholders

Appendix 4 - Proposed Functional ITS Structure

The proposed functional ITS structure can be represented as follows:



NB: For purposes of this analysis:

- Business Partners : responsibility for managing internal business SLAs
- Supplier Management : management of external relationships & contracts

Changes to the existing organisation structure are can be summarised as follows:

Organisation Structure Change	Likely Staffing Impact
New Groups / Roles created	
Service Desk / Incident Managers – new roles created within the Service Desk area to improve fault resolution responsiveness with the goal of first contact resolution	Evaluation of current Help Desk personnel against new Service Desk roles plus external recruitment
Problem Management – new role established as part of ITIL service management practice to take a structured and pro-active approach to reducing the volume of Service Desk incidents by resolving the root cause of issues	Evaluation of current personnel and/or new recruitment may be required
Configuration, Change, Design & Release Management – grouping together of change related roles to manage the IT environment and ensure changes to it are handled in a disciplined fashion	Blend of new recruitment and existing personnel
Asset Management – team created to replace contract resource and take advantage of new tools introduced as part of Tech Refresh (Alteris)	Evaluation of current personnel and new recruitment will be required
Application & Infrastructure Support – New activities to be established such as Application Packaging and Citrix Server Management	Evaluation of current personnel and new recruitment required
Availability , Capacity and Service Continuity Management – formalisation of these planning related roles again as part of ITIL service management	Evaluation of current personnel and/or new recruitment
Technical Project Management – formal establishment of a capability currently provided in an ad hoc way by 3 rd line support detracting from their daily responsibilities	New recruitment required
Business and Systems Analysis – formal establishment of a function currently provided by contract resources, this group supports development effort with the analysis of business needs and processes and the specification of technical solutions requiring development or procurement	New recruitment will be required (team is also likely to be supplemented by external resources as demand dictates)
Design and Strategic Services – improvement required in the strategic planning capabilities of ITS, likely also to be a greater move to external support in this area	Blend of new recruitment and reassigned personnel
Member and Executive Support – Executive support added as further responsibility - in addition to Member support	Blend of new recruitment and reassigned personnel
Business Unit Information Centre – setting up of a dedicated team to improve ITS internal and external communications	New recruitment required

Organisation Structure Change	Likely Staffing Impact
PMO – formalisation of a role currently delivered by contract resource to track delivery of major change programmes within ITS	New recruitment required
Changes within Existing Groups / Roles	
Supplier Management – encourage and enable this team to take a more strategic, longer term view of ITS’ external supplier relationships (change in title from Service Management)	No headcount change
Business Partners – Moved from the Development area to ensure their actual and perceived independence from ITS service delivery groups and to put them closer to Design and Strategic Services. Will also be expected to take greater responsibility for owning service level management activity between ITS and its’ customers	No headcount change
Operational Security – Recognition that the current focus of the Security team is on operational issues and hence the move of this group into the Operations area	No headcount change



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UNISON COMMENTS ON THE HIGH LEVEL I.T. RESTRUCTURE

UNISON represents the majority of unionised staff within the IT department. In addition I have made myself available to non members albeit on a limited basis. We shall continue to fulfil this role during the remainder of the current process in accordance with the legal requirement under the Information and Consultation Regulation

We wish to start by confirming that we welcome the decision of the Council to return IT Services largely in house. This is an option we have advanced on two previous occasions when there have been difficulties with both performance and cost. We trust that the lessons of the past are now being learnt.

It is difficult for either staff or Employeeside to make detailed comments on the proposals as we are neither IT experts nor are we in receipt at present of the level of detail needed to assess the impact upon our members or the staff more broadly. We acknowledge the framework as a way forward but consider that the timetable outlined may be too ambitious to ensure that meaningful consultation as required under the current Employment Legislation can take place. We are also concerned that having adopted the "high level" structure members will effectively place the remainder of the implementation in the hands of Officers. This and the tight timetable will make it very difficult for Employeeside to raise issues of concern with Elected members, which would be our normal right in a restructuring situation.

We are concerned that staff currently in post are not unfairly disadvantaged by the new structure. In particular in the Service Desk area the ability to train and develop existing staff should be given serious consideration. Staff should not be penalised for over the years having been denied access to training and development as a result of the previous decision to outsource the large majority of the functions. Equally staff who do not wish to take this route should be offered other opportunities and if appropriate in individual case access to redeployment. It is our primary concern that the urgency of the need for change is not used as a reason to deny staff these opportunities and we would be strongly opposed to this approach.

We would make similar comments with regard to the other areas where new posts are being created and this area needs to be given serious consideration so as to ensure that long-standing and committed staff within the I.T. service are not disadvantaged.

We note that there is reference to a number of posts being graded outside of the remit of "Employeeside" we wish to advise that we shall require the job descriptions covering

these posts and the objective evaluation assessment to be used so as to ensure that these are compliant with equal pay legislation. We would also wish to comment that normally such grades are only used at first and 2nd tier of the organisation, we are concerned that if this is expanded to lower levels the council's commitment to consultation with trade unions and to pay transparency will be severely compromised.

Finally we wish to confirm that we shall require more full information and details and an opportunity to consult with our members on the implications. We are assuming that an incremental approach to the restructure will occur so as to ensure that staff and Unions can be consulted on each development. As such we shall require access to the full range of items provided in a normal restructuring process including Job descriptions, candidate specification, evaluation score sheets, ring-fence proposals and existing structures and job descriptions for comparison.

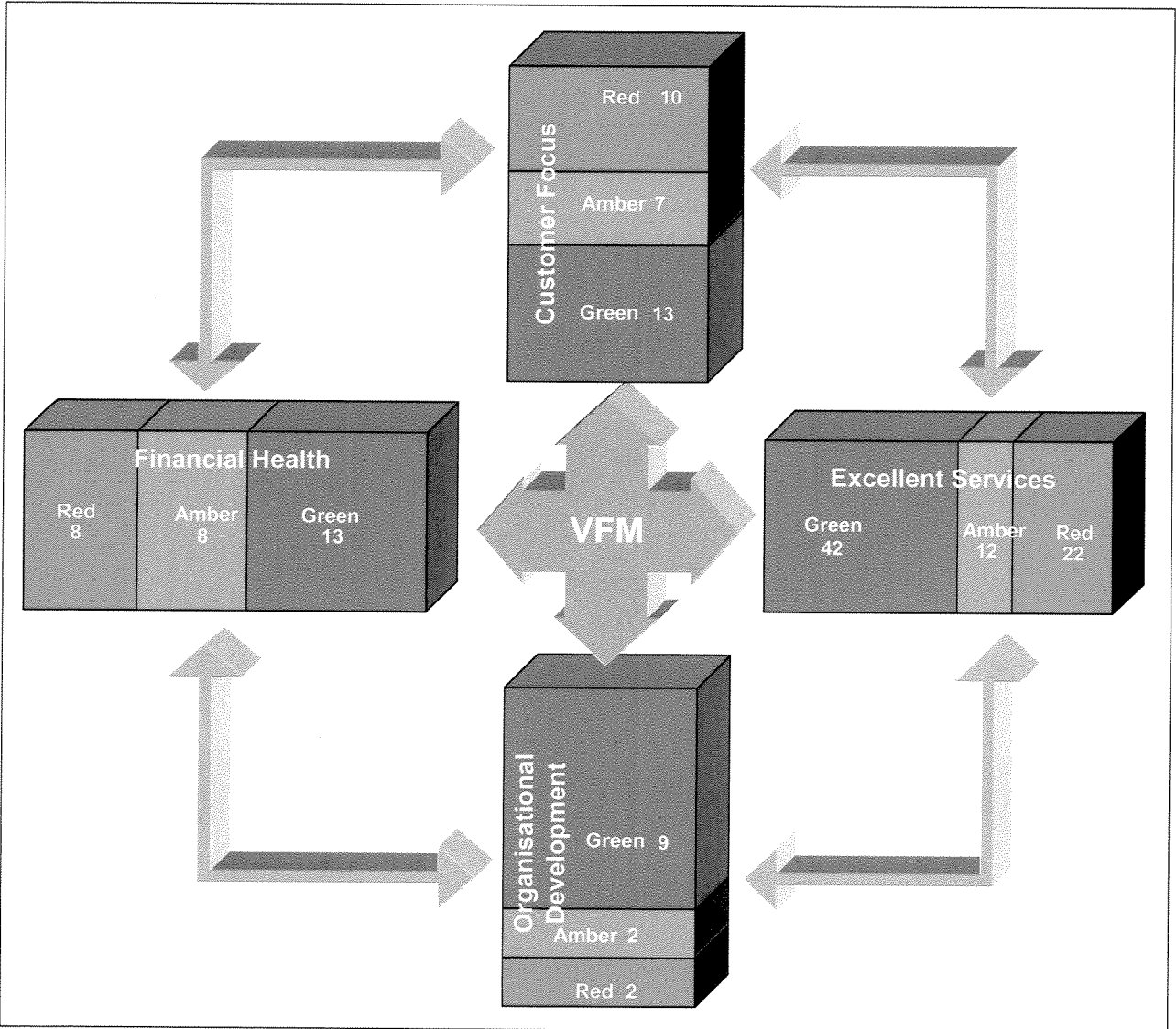
We note that an "Advance Notification of Redundancies" has been issued to the Department of Trade and Industry, which indicates a total of 33 potential redundancies. As such the Employer is clearly legally required (aside from its own policies) to issue a Section 188 notice, which has not been referred to in the report to members. We are somewhat surprised and disappointed that neither Personnel nor Legal have indicated in their comments to this report that such an approach is necessary. While we would not dispute that there has been consultation on the restructuring there is a distinct difference between that which has happened to date and the information required by legislation and the Council own redundancy and re-organisation procedure. We therefore request confirmation that such a notice and the appropriate period for formal response will be forthcoming if this report is passed. In addition that staff will be given access to their Trade Union Representative to enable this formal response to occur.

Sean Fox UNISON Branch Secretary 7th July 2006

May 2006

Appendix 1

Haringey
Corporate Scorecard



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Executive

On 25 July 2006

Report title: **The Council's Performance – May 2006**Report of: **The Chief Executive and Acting Director of Finance****Ward(s) affected:** All**Report for:** Key Decision**1. Purpose**

- 1.1 To set out an exception report on the finance and performance monitoring for May 2006 using the new balanced scorecard format.

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

2.1 I am very concerned at the projected net overspend of £3.2m (0.9%) bringing our traffic light rating to amber. I will be discussing this with the Lead Members concerned with a view to identifying remedial actions to bring this back within budget.

2.2 I am also aware that there is an assessed impact of £750k in older people's services of the withdrawal of funding in respect of jointly funded services by the PCT, which is not included in the current projection.

2.3 Members will need to work together to deliver our priorities in this financial situation.

Introduction by Executive Member for Organisational Development and Performance Management (Cllr Dhiren Basu)

2.4 The balance scorecard shows a positive set of results for May with traffic lights for excellent services showing that for 71% of the indicators, performance is on target or close to the end of year target already. I am also pleased to report that 67% of indicators have maintained or improved performance since the end of last year, further proof that the council is moving in the right direction.

2.5 I will be working closely with colleagues and officers to ensure performance improves in social services and customer services, as those are two areas where we have underperformed in the past two months. However, I am confident that the necessary steps will be taken and that we will begin to see more positive results in the months to come.

3. Recommendations

3.1 To note the report.

3.2 To agree virements set out in section 14.

Report authorised by: Dr Ita O Donovan – Chief Executive

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

**Margaret Gallagher – Performance Manager
Telephone 020 8489 2553**

4. Executive Summary

4.1 This report sets out the routine financial and performance monitoring for May 2006 in the new balanced scorecard format. This is the second report in this format and it will evolve and improve as the months go on. The new format makes stronger links between finance and performance and includes unit cost information about services.

4.2 In summary the balanced scorecard shows a positive picture as at May '06 with traffic lights for excellent services showing that for 42 measures (55%) of indicators, performance is on target and for 12 additional measures (16%) performance is close to the end of year target even at this early stage in the year. The customer focus perspective shows that 20 of the 30 measures performance targets are being met or close to being met. Financial health is also sound with 13 of the 29 measures achieving green status and a further 8 achieving amber status meaning that for 72% of indicators performance levels are improving or being maintained at an acceptable level. Our organisational development /capacity perspective shows that for 11 of the 12 measures 91.6% performance has improved or is being sustained. In addition 67% of indicators have maintained or improved performance since the end of last year.

4.3 In summary the revenue budget shows a projected net overspend of £3.2m and this is 0.9% compared to the approved net budget. Therefore this is rated amber as the variation is between 0.5% and 1%. The overspend is mainly due to pressures in Social Services budgets (£1.2m), Children's Services £1.9m (including asylum seekers), likely shortfall of £0.8m in agreed procurement savings and £0.3m in Environment. This is partially offset by a £1m under spend on homelessness.

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:

Budget management papers
Service PI returns including unit cost data

7. Background

- 7.1 This is the regular finance and performance monitoring report for May 2006. It is based on the financial monitoring reports prepared for the budget management meetings held on 28 and 30 June 2006 for period 2 and the service submission of the basket of performance indicators that have been agreed for 2006/07.
- 7.2 From April '06 the reporting is in the form of a balanced scorecard. The scorecard looks at performance across four dimensions: service excellence, financial health, customer focus and organisational development. The scorecard consists of corporate and service performance measures.
- 7.3 The report includes routine monitoring of unit costs so that performance and costs reflect activity enabling us to make judgements around whether we deliver value for money services.
- 7.4 For 2006/07 the indicators contained within the balanced scorecard include key threshold indicators used in the Council's Comprehensive Performance Assessment (CPA) and those which reflect the Council's priorities including some key local indicators for the Council. The main changes to the indicators monitored are the addition of a number of financial health, resident perception and organisational health indicators.
- 7.5 Performance data is shown in Appendix 1. Progress continues to be tracked on a 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 will 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 predict the likely annual position.

8. Service Positions on Delivering Service Excellence

8.1 Children

- 8.1.1 The revenue budget is forecast to overspend by £1.9m. This is due to a £0.5m projected overspend in the SEN placement budget, £0.5m projected overspend on the Looked After Children (LAC) budget and a potential asylum seekers overspend of £0.9m.
- 8.1.2 The SEN placements budget was overspent in 2005/06 due to higher numbers than available in the budget and the forecast this year is substantially due to the full year effect of this overspend although there is a small increase in the number day placements (3 in number). There is also a rise in the amount of additional support provided to Special Schools from this budget due to the medical needs of the particular children. The overspend is being actively considered as part of the Director's review of this particular budget. The Service Manager is looking, as part of this review, for efficiencies and economies of scale and the forecast does include potential placements. It is likely that the forecast overspend will come down over the next few months as the measures are implemented. This budget also may have to rely on underspends elsewhere to achieve balance which have yet to be identified.
- 8.1.3 In relation to the LAC shortfall, the Children's Service is striving to contain the inherent pressures carried over from last year while delivering the overall commissioning strategy. It may be necessary that pressures arising will need to be contained by under spending on non-commissioning areas and managers have been made aware of the need to restrict spending on other areas wherever possible. Two young people with very complex needs have been placed already this year in external placements costing over £4K per week. In addition it should be noted that several new placements have also had to be made which are likely to continue throughout the year. The reduced availability of beds at the internal residential units due to a fire is another temporary factor contributing to pressures. Repairs are now completed and steps will be taken to increase the occupancy level as soon as possible. Currently client numbers are 394, which is about 8 above the budget plan at period 2.
- 8.1.4 The asylum position has worsened since that reported last month with the gross shortfall increasing from £2.5m to £3m. This is largely covered by a contingency and assumed special case grant claims for 2004/5 and 2005/6 although this leaves a net overspend of £0.9m. This shortfall relates to both Children's Services and Social Services asylum seekers costs. A special grant submission will be made for 2006/07 and if successful would reduce this forecast shortfall. The increase in costs is largely due to rising numbers in the care leaver 18+ cases and the recent increase in the referrals of UASC. The position remains a serious concern for the financial strategy. The Leader has twice written to the Home Office Minister and recently received a second letter from the National Asylum Seeker Service (NASS). The Council is currently considering its position following this latest response. It is understood that the London Borough of Hillingdon are considering a judicial review in respect of their Asylum costs and funding for the 18+ cases.
- 8.1.5 Although the capital budget is currently projected to underspend by £18.5m, this is almost entirely made up of BSF and 6th Form Centre notional figures

which were based on very early forecasts of spend. This report includes a request for virement which will align the budget more appropriately with spend. With regard to other projects, the service is currently working on a revision to the three year programme which will take account of slippage and other factors. A revised three year programme taking account of this will be reported to the Executive.

Performance highlights for Children's services are as follows.

- 8.1.6 All 7 statements of need excluding exceptions prepared in May were issued in the 18 week timescale. When exceptions are included 7 out of 9 (77.8%) statements were issued within 18 weeks in May, short of the 88% target although the year to date position is still on track. This is a good start to the year with performance on both parts of the indicator continuing to exceed target.
- 8.1.7 As at May '06 11.1% of 16-19 year olds were not in Education, Employment or Training (NEETs) against a target of 12.9% for 2006/07. Good progress is being made in this area with plans to reduce NEETs to the national target level of 8.5%.
- 8.1.8 As at May '06, 11.1% of children have had three or more placements exceeding our 13% target. This performance places us in the best performance banding.
- 8.1.9 All 36 reviews of children on the register due in May were completed in timescale. (BV162).
- 8.1.10 There were three adoptions in May '06 and although it is not possible to accurately forecast the number of adoptions at this early stage of the year, it is expected that Haringey will achieve its target of 23 adoptions for the year. Achievement of this underpins the financial savings approved as part of the budget strategy.

8.2 Adults' & Older People's Social Care, Housing

- 8.2.1 I reported at period 1 notification from the PCT of the withdrawal of funding in respect of jointly funded services. At this point, the impact of direct funding has been assessed as £750k in older people's services, although the position for Adults continues to be monitored. Processes have been put in place to identify clients who are eligible under the NHS Continuing Care criteria to try to mitigate against some of these losses and these will be monitored through the year. Currently this is not included in the projection and consideration will need to be given to the actions the Council should take in this respect.
- 8.2.2 In addition to this loss of funding, the overspend in Adult Services reported in period 1 has increased from £0.6m to £1.2m. The increase is mainly in residential care services commissioned in mental health where the numbers of clients supported by the service is 106 compared to budgeted numbers of 71. Of the £1.2m overspend in Adults, £0.8m is in respect of mental health. The balance of the overspend is shared equally across learning disabilities and physical disabilities where there continue to be demand pressures experienced by the service.

- 8.2.3 The long term management action for mental health is the reconfiguration of supporting people services for mental health service users in order to develop more high support services with a focus on active rehabilitation and recovery. The service is also working towards extra care supported housing schemes to support older clients.
- 8.2.4 The Social Services budgets continue to be under severe pressure because of both demand pressures and reductions in services in the Health sector. The PCT's strategic plans to achieve further efficiencies in 2006/07 will continue to have knock on effects for Social Services. The key features of the plan are:
- To reduce the demand for acute hospital admissions by changes in patient pathways and investment in primary care and community services
 - Reductions in the use of in-patient services with respect to mental health services with an assumption that more patients are enabled to live in the community. Whilst we should support this approach, it would need to be accompanied by appropriate resources transferring to community services (health or social care). However, we understand that there will be no such transfer.
 - Savings in primary care services from general management savings, improving contracting and commissioning.
 - Further savings proposed in services to Adults and Older People's Services mainly through the rationalisation of wards at Greentrees and rationalisation of outpatient services through a review of the eligibility criteria for these services.
 - Planned reductions in early years and schools services and family planning services
- 8.2.5 Under these circumstances, it is almost inevitable that a proportion of the population who would have been supported in the Health sector will need to access social care services for support. This will also impact on Children's Services.
- 8.2.6 At this time, the projected overspend in Social Services is £1.2m. Management action is being taken to try to ensure that these pressures do not result in any additional overspend and include, reviews of jointly funded expenditure, a freeze on vacant posts and reducing agency staff where there would be minimal impact on front line services.
- 8.2.7 Social Services capital is projected to spend at budget.
- 8.2.8 The performance appendix reports the latest performance figures on some key indicators in Adults' and Older People's services. This shows that:
- 91.7% of items of equipment were delivered in 7 working days in May exceeding the 88% target set for 2006/07. This level of performance places Haringey in the top 'very good' banding.
 - 124 adults and older people per 100,000 population were in receipt of a direct payment as at May '06 slightly short of the 127 target for the month. This is a cumulative figure and the target to be achieved by 31 March '07 is 150. This level of performance places Haringey in the second top 'good' performance banding.

- In the year to May there were 19 admissions scaled up to 37 per 10,000 Older people aged 65 or over admitted on a permanent basis to residential / nursing care. Current performance places Haringey in the top banding for this indicator. This is a new definition which counts individuals admitted on one or more occasions on a permanent basis to residential or nursing care beds funded in part by councils, rather than admissions. The revised indicator will ensure that those admitted on a temporary basis but becoming permanent placements are included and that transfers from one permanent placement to another are excluded. Our target for 2006/07 has been set at 70 admissions per 10,000 Older people aged 65+ which if we remain below this level will place us in the top performance banding.

8.2.9 Some areas where we need to improve our performance in Adults' and Older People's services are:

- *Acceptable waiting times for assessment- new older clients aged 65+(BV195)*
This indicator is the average of the percentage of clients where time from first contact to contact with the client is less than or equal to 48 hours and the percentage where time from first contact to completion of assessment is less than or equal to 4 weeks. In May for 53% of older clients, the time from first contact to contact with the client was less than or equal to 48 hours and for 41.8% their assessments were completed within 4 weeks. The average of these is 47.4% falling below the new key threshold levels for this year of 60% and 70% respectively.
- *Carers receiving a carer's break or specific carer's service (PAF C62)*
3% of Carers for Adults and Older People received a carer's break or specific carer's service in the year to May '06 as a proportion of all Adult clients receiving a community based service. The Commission for Social Care Inspectorate have recently released bandings for this measure based on values reported by councils in 2004/05. We revised our target for 2006/07 to 12% in line with the top banding and national target.
- *Adults and older clients receiving a review as a percentage of those receiving a service (BV55).*
The service are now reporting 42% of adults and older clients receiving a review falling well short of the reduced 60% target for 2006/07.

8.2.10 There is a projected improvement on the homelessness general fund budget of around £1m in addition to the approved budget. This is a financial consequence of the successful programme of private sector lease procurement and movement of families from short-term bed and breakfast accommodation and the favourable grant position on these cases.

8.2.11 The level and cost of repairs in the HRA are being carefully monitored following pressures in this area last year.

8.2.12 The unit cost per private sector leased dwelling was calculated at £852.43 in May against a target of £842.24 for the year. The 2006/07 target was set based on the distribution of size of units in stock as at the end of March. The distribution of units is now different and will vary from month to month

depending on the units handed back and the units being procured as part of the overall housing strategy.

Performance issues in Housing are as follows:

- 8.2.13 BV183a and BV183b measure the average length of stay in weeks that a household at the point of leaving temporary accommodation have spent in bed and breakfast or hostel accommodation, respectively. The indicators only measure households with children or pregnant women, who have spent time in accommodation where facilities are shared with other people.
- 8.2.14 The definition for these indicators was amended in 2005/06 to exclude tenants' historical stays in bed & breakfast prior to April 2004. This was the date from which the Homelessness (Suitability of Accommodation) England order 2003 took effect.
- 8.2.15 The average length of stay in bed & breakfast accommodation, under this definition is reported as zero weeks as we no longer use this form of accommodation for families.
- 8.2.16 The definition for the average length of stay in hostels changed in May '06 to exclude Hostel provision ending prior to April '04. When the new definition is applied performance in May '06 increased to 81 weeks against a target of 35 weeks.
- 8.2.17 BV213 records households who have been prevented from becoming homeless. In May 27 per 1,000 households approached the local authority's housing advice service and had their situation resolved. When scaled up, this level of performance falls short of our target of 400 for 2006/07. We are due to include the work undertaken by partnership organisations, which will improve performance considerably in this area.
- 8.2.18 The average re-let time of local authority dwellings was 38 days in May against a target of 27 days. A large number of properties used by Older People's Services with long void periods increased the overall number of days and reduced both April's and May's performance, which is now being actively addressed. This will be monitored closely to assess any impact on the rent income target.

Rent Collection

- 8.2.19 Rent collected as at May 06 (BV66a) is projected at 95.98% of rent due for the year against a target of 97.5%. However, it should be noted that the Income Collection Teams have only been in place since the 8th May and have spent the last month settling into their new roles; reviewing their patch lists; sorting out some IT housekeeping issues; reviewing outstanding casework and identifying the priority cases. This work was largely completed on 2nd June and the teams are now in a position to agree individual targets and start detailed monitoring exercises against these. It is expected that a focus on this activity will lead to improved performance and we fully expect to meet the collection rate target by year end.

8.2.20 The percentage of tenants with more than seven weeks rent arrears increased to 14.22% in May remaining short of our target of 10% for 2006/07. Our initial analysis shows that 60% of tenants are in arrears, but that 47% of these owe less than £100. Housing Benefit is in payment in full or in part to 71% of tenants. A key part of our strategy therefore is to prevent small arrears accruing in the first place and to stop these escalating. This is in line with Government's thinking and best practice, wherein there is less emphasis on legal action (hence our target at 66c to reduce the numbers of Notices of Seeking Possession served) and early face to face intervention (hence our target at 66b to reduce the number of tenants who owe more than 7 weeks arrears).

Repairs

8.2.21 Reported performance has dipped for a number of reasons in May mainly due to the implementation of a new work allocation system TASK. Action is being taken to resolve these issues and weekly performance monitoring taking place. It is anticipated that the service will be delivering the targets by July

8.2.22 In May 94.5% of appointments were made and kept based on data taken from our IT system. Further training for HBS management is expected to address the shortfall in reported performance against the 99% target set for 2006/07.

8.2.23 The average time to complete non-urgent responsive repairs was 16.9 days in May against a target of 14 days. These figures include private contractors without any exclusions for planned maintenance.

8.2.24 The percentage of urgent repairs completed within Government time limits at 93.4% in May fell slightly short of the 97% target.

8.3 Environment Services

8.3.1 The overall revenue budget shows a projected overspend of £265k. £200k is in respect of potential additional costs regarding the recycling labour contract and £65k is due to issues in the partial non-achievement of agreed efficiency savings in the waste management contract. Capital is projected to spend at budget.

8.3.2 Members have recently approved an 18 month pilot scheme providing two different types of recycling collection services from housing estates in the east of the Borough, serving the equivalent of 6,000 households. The net cost of the pilot is estimated to be £150k, phased £55k in 06/07 and £95k in 07/08. The cost will be met from the one-off service development contingency agreed in the 2006/07 budget. A virement request is submitted to transfer this sum to the Recycling budget.

8.3.3 Parking income recovery target is 61% and actual performance to May was at this level.

8.3.4 The cost of household waste collection per tonne at £83 is slightly above the budget target of £82 for 2006/07. This is due to issues in the achievement of agreed efficiency savings in the waste management contract.

Performance highlights in Environment are:

- 8.3.5 20.4% of household waste was recycled or composted in May '06 against a target of 22% for 2006/07.
- 8.3.6 Waste Minimisation performance in May was outside the CPA upper threshold and performance has slipped outside the London top quartile. There was a large increase in the tonnage of waste collected in May the reasons for which are being investigated. Waste minimisation initiatives such as home composting and real nappies are already in place. Others are being considered for this year including a push for residents to sign up to mail preference schemes and subject to a successful bid to WRAP, the introduction of a traffic light labelling scheme for households who recycle.
- 8.3.7 Waste collections missed per 100,000 at 121 in May '06 was inside our target of 130 although a slight increase on the number recorded for April.
- 8.3.8 45 out of 48 minor planning applications (93.8%) were determined in 8 weeks in May exceeding our 83% target and beating the government target.
- 8.3.9 There were 104,536 visits to our sports and leisure centres in May '06, seasonally adjusted this equates to 1,148,567 visits. May performance is up 6% against target and the accumulative position is 2% above target.
- 8.3.10 The average number of days to repair streetlights was just over 1.5 days in May well below the target of 3.5 days. The reduced average length of time to repair faults relating to power supply handled by our District Network Operator (DNO) - currently EDF – at 3.7 days in the year to May exceeds the target of 20 days. EDF have provided a dedicated fault repair team to Haringey and we have seen a big improvement in performance.

8.4 Finance

- 8.4.1 The revenue budget has some pressures and variations that the directorate are trying to contain within the approved budget. The main budget pressure is in Property Services regarding a potential £189k under-achievement of commercial rent income particularly in Technopark. Number of vacant units has recently grown and the service is carrying out marketing to attract new tenants. There are no capital budget variations reported at this stage.

Council Tax and Business Rates

- 8.4.2 93% of Council tax has been collected in May against a 93.75% target. Performance has remained constant in the first couple of months.
- 8.4.3 The collection of business rates in May '06 at 99.4% exceeded the set target.

Invoice payments

- 8.4.4 81.9% of invoices were paid in 30 days in May and 85% in the year to date against a 92% target set for the year. This is being monitored carefully with services to further improve performance to meet the target.

Benefits

- 8.4.5 The average speed of processing a new claim increased to 56 days in May. Performance has been extremely disappointing in the first couple of months. A review of the reason for this drop is being undertaken and the blocks in the process are being identified with process improvements being implemented. A fuller picture will emerge when further information is available.
- 8.4.6 Performance on the amount of Housing Benefit overpayments recovered at 59% against a 60% target is encouraging and on target to meet the annual performance standard.

8.5 Chief Executive's

- 8.5.1 As reported last month there are no revenue and capital budget variations reported at this stage.
- 8.5.2 There were 191,132 visits to our libraries in May '06 equating to just over 9.5 visits per head of population in a year exceeding our target for 2005/06 of 9 visits per head.

9 Customer Focus

- 9.1 Within the customer focus dimension we have included a number of residents' perceptions as measured by our annual resident's survey. The measures that are monitored give a good indication as to how perceptions about the council are changing. They include whether resident's think Haringey is a better place to live than a year ago, whether we are doing a good job, whether we listen to, involve and keep residents informed and whether resident's perceive that we are efficient and well run and offer value for money.
- 9.2 Performance trends on the majority of these perception measures are improving. 64% of residents think we do a good job and 63% feel the Council keeps them informed.
- 9.3 Some additional service perception measures may be introduced to the scorecard in the coming months. Environment directorate intends to collect resident satisfaction data in all the areas currently included in the CPA service assessment and to report this information in the scorecard. It is expected that they will be able to include the first set of data in the autumn and that it will subsequently be reported two to three times a year.
- 9.4 In addition performance on complaints handling is regularly monitored. April and May saw a disappointing start to the year. In May 117 (71%) of complaints at stage 1 (local resolution) were responded to within the new tighter 10 working day timescale against a target of 80%. For the more complex service

investigation stage, 12 out of 23 (52%) of complaints were resolved within the 25 working day timescale both falling short of the target.

- 9.5 In April and May seven stage 3 complaints (independent review) were received and all were completed in the new 20 working day timescale.
- 9.6 Of the 289 Members enquiries cases closed in May 06 225 (78%) were handled within the 10 working day timescale falling short of the 90% target.
- 9.7 59% of Freedom of Information (Fol) requests were actioned within the 20 day timescale in May against a target of 70%.
- 9.8 79.7% of Council wide calls were answered within 15 seconds in May, exceeding the target of 77%.
- 9.9 There has been a temporary blip in our Customer Services performance. Members have already received a report on the reasons and a Recovery action plan which is now being implemented to improve performance in this area.

10 Organisational Development/ Capacity

- 10.1 Under the organisational development arm of our balanced scorecard we have included a number of Investor in People indicators as measured by our staff survey. The recent staff survey results will soon be analysed and fed into our scorecard to evaluate whether we have made progress in the areas we were targeting and to ensure we continue to maintain high standards of capacity so that our staff have the skills to deliver the business of the council.
- 10.2 Current performance on the percentage of staff who understand Haringey's aims and objectives (85%) and how the work they do helps Haringey achieve these (88%) is extremely good. This is the result of much effort to ensure that the Council's vision and priorities are communicated and form a strong discussion thread between the business plans, individual appraisals and workplans.
- 10.3 The percentage of permanent staff that have a written work plan or performance appraisal that sets out priorities and tasks for the year at 77% compares well against other organisations of a similar size and complexity. Changes to the Performance Appraisal framework and better use of the manager's desktop with SAP will allow better monitoring and subsequently targeting of areas of under-performance.

Sickness

- 10.4 The average number of working days lost to sickness per full time equivalent employee in May '06 is 8.2 days per annum inside our 8.8 day target. This will be closely monitored during the year to ensure the target is met for the year.

11 Performance Summary

- 11.1 In summary the balanced scorecard shows a positive picture as at May '06 with traffic lights for excellent services showing that for 71% of indicators, performance is on target or close to the end of year target even at this early

stage in the year. The customer focus perspective shows that for 20 of the 30 measures performance targets are being met or close to being met. Financial health is also sound with 13 of the 29 measures achieving green status and a further 8 achieving amber status meaning for 72% of indicators performance levels are improving or being maintained at an acceptable level. Our organisational development /capacity perspective shows that for 11 of the 12 measures 91.6% performance has improved or is being sustained. In addition 67% of indicators have maintained or improved performance since the end of last year.

12 Summary - Budget Monitoring

13.1 Overall revenue budget monitoring shows a projected net overspend of £3.2m and this is 0.9% compared to the approved net budget. Therefore this is rated amber as this variation is between 0.5% and 1%.

13.2 The aggregate revenue projected position in 2006/07 is as shown in the following table.

General Fund revenue	Approved Budget	Projected variation
	£m	£m
Children (including asylum seekers)	215.0	1.9
Social Services	54.1	1.2
Housing	(1.7)	(1.0)
Environment	48.6	0.3
Finance	7.3	0
Chief Executive's	18.8	0
Non-service revenue	24.4	0.8
Total	366.5	3.2

13.3 As reported last month the variation in Non Service Revenue is in relation to the delayed achievement of procurement savings. There is a likely shortfall of £0.8m in the £1m agreed procurement savings this year. Various new procurement review projects have been initiated and in addition spend analysis reports are being completed by each service to review for other potential efficiency projects. Energy procurement has been reviewed and savings are possible from the 1st October contract renewal date although savings will be influenced by market volatility and need to be carefully quantified.

13.4 The aggregate capital projected position in 2006/07 is as shown in the following table. Although the capital budget is currently projected to underspend by £18.5m, this is almost entirely made up of BSF and 6th Form Centre notional figures which were based on very early forecasts of spend. This report includes a request for virement which will align the budget more appropriately with spend. With regard to other Children's projects, the service is currently working on a revision to the three year programme which will take account of slippage and other factors. A revised three year programme taking account of this will be reported to the Executive in due course.

Capital	Approved Budget	Spend to date	Projected variation
	£m	£m	£m
Children	54.9	3.3	(18.5)
Social Services	5.7	0.1	0
Housing – General Fund	2.6	0.1	0
Housing – HRA	18.1	0.2	0
Environment	15.8	1.2	0
Finance	4.0	0.6	0
Chief Executive	12.8	0.3	0
Total	114.0	5.8	(18.5)

14. Financial administration

14.1 Financial regulations require proposed budget changes to be approved by Executive. These are shown in the table below. These changes fall into one of two categories:

- budget virements, where it is proposed that budget provision is to be transferred between one service budget and another. Explanations are provided where this is the case;
- Increases or decreases in budget, generally where notification has been received in-year of a change in the level of external funding such as grants or supplementary credit approval.

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

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

Key decisions are highlighted by an asterisk in the table.

14.3 The following table sets out the proposed changes. Each entry in the table refers to a detailed entry in the appendices, which show the budgets that it is proposed to change. There are two figures shown in each line of the table and the detailed sheets. The first amount column relates to changes in the current year's budgets and the second to changes in future years' budgets (full year). Differences between the two occur when, for example, the budget variation required relates to an immediate but not ongoing need or where the variation takes effect for a part of the current year but will be in effect for the whole of future years.

14.4 Proposed virements are set out in the following table:

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
2	Chief Executive, Finance	Rev*	800	800	Transfer of Agency Resource Centre savings target budget from Procurement to Human Resources.
2	Chief Executive	Rev	60	86	Adjustment of national training strategy grant and HR development strategy grant to reflect approvals.
2	Chief Executive	Rev	30	30	Transfer of ordnance survey maintenance budget from Legal to IT.
2	Environment	Rev	55		18 month pilot for recycling from housing estates. Total cost of pilot is £150k, £55k in 06/07 and £95k in 07/08. To be met centrally from service development/contingency.
2	Environment	Cap*	2,000		ODPM approved Community Infrastructure Fund monies for Haringey Heartlands Spine Road project.
2	Environment	Cap*	1,800		2006/07 ODPM approved Growth Areas Fund monies for Hornsey Mortuary project (£300k), Markfield Recreation Ground project (£500k) and Tottenham Hale project (£1m).
2	Environment	Cap	109		Coldfall Wood HLF (£73k) and Section 106 funding (£36k).
2	Environment	Cap*	639		Additional TFL funding for Bridge works (£377k), Wood Green Bus Station carriageway reconstruction (£36k) and Route 29 articulated buses (£226k).
2	Environment	Cap*	308		Additional funding from TFL for London Cycle Network.
2	Children's	Cap*	336		Computers for Pupils. This is a new Standards Fund Capital Grant from the DfES for the provision of computers and Internet access for disadvantaged children.
2	Children's	Cap*	384		This is a S.106 allocation for the purchase of land adjacent to Tetherdown Primary School. Authority to use this fund for the purchase of land is Contained in Section 11.1 of the Executive report of 22 February 2005; item 19 of the agenda refers.
2	Children's	Cap*	400		This is additional NRF funding requested at the end of last financial year to supplement the Bruce Grove Youth Centre project. It is to fund the cost of installing the ICT suite which was not previously budgeted for.
2	Children's	Cap*	-5,360		Sixth Form Centre: revised in line with latest spend profile
2	Children's	Cap*	-12,091		Other BSF Programs: revised in line with latest spend profile
2	Children's	Cap*	205		Contribution to the settlement of £1.050m in respect of PFI construction variations and various other commercial issues.

2	Children's	Cap*	-205		Reduction in the Modernisation (Primary) budget, which is sustainable in 2006/07, to fund the PFI contribution above.
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15. Recommendations

15.1 To note the report.

15.2 To agree the virements set out in section 14.

16. Legal Comments







16.1 There are no legal implications.










17. Use of Appendices

Appendix i. May balanced scorecard/ Performance summary

Monthly Performance Review - 2006/07

May 2006

Key:	 Same as last year	 Better than last year	 Worse than last year
	 Performance missing target	 Performance close to target	 Performance on target

Persp active	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	
Children's Services Monthly indicators																		
Excellent services	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. 7 cases in May; 23 cases in Apr-May.																
		100%	100%	100.0%											Green	Green	99%	
Excellent services	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. 7 cases on time out of 9 in May; 23 cases on time out of 26 in Apr-May																
		85%	94.1%	77.8%											Red	Green	85%	
Excellent services	BV 49 A1	Stability of placements of children looked after by the authority by reference to the % of children looked after on 31st CPA Key Threshold Due to data cleansing, this figure is expected to continue to rise slightly, but will remain well inside the top banding and in line with our target																
		13%	10.5%	11.1%											Amber	Amber	13%	
Excellent services		Not in Education, Employment or Training (NEETs)																
		14.8%	10.3%	11.0%											Green	Green	12.9%	
Excellent services	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 LPSA Indicator Target 65% based on 60-70 clients Considerable work continues in the Leaving Care Team around this year's cohort to further improve on last year's achievements																
		68%	25.0%	62.5%											Amber	Amber	70%	
Excellent services	BV 162 C20	Reviews of child protection cases: The % of child protection cases which should have been reviewed during the year that CPA Key Threshold 36 cases completed in May - Excellent performance continues around this indicator																
		99%	100.0%	100.0%											Green	Green	100%	
Excellent services	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. CPA Key Threshold We expect to achieve 23 adoptions this year																
		6%	0.0%	3 adoptions 0.9%											Amber	Amber	7%	
Excellent services	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 Improved recording procedures allowing social workers to directly input their visits onto the system should ensure maintained progress with this indicator																
		92%	87.0%	89.0%											Green	Amber	96%	
Customer Focus	Local	Children's act complaints - Stage 1 responded to in 14 days 5 put 7 Cases closed in the year to date were on time, 3 out of 7 in April.																
		69%	66.7%	75.0%											Amber	Red	80%	
Customer Focus	Local	Children's act complaints - Stage 2 responded to in 28 days No cases closed in April or May															None	
		8%	None	None													40%	
Financial Health	Unit Cost	Cost of service per child (Play)															3,806	
	£		3,341	3,806											Red	Red	2,763	
Financial Health	Unit Cost	Cost of service per child (early years)															16,687	
	£		16,687	16,687											Red	Red	14,606	
Financial Health	Unit Cost	Cost of service per looked after child Figures for this indicator will be available in week commencing 10 July and included in the report for Executive.																
	£765																£693	

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	
Environment Monthly indicators																		
Excellent services	BV 109a	% of major planning applications determined within 13 weeks (Gov't target 60%)														↓	50%	82%
		<i>CPA Key Threshold</i> 1 of 2 done on time in Apr-May.																
		86.05%	50%	no cases														
Excellent services	BV 109b	% of minor applications determined in 8 weeks (Gov't target 65%)														↑	91.4%	83%
		<i>CPA Key Threshold</i> 45 out of 48 on time in May. 69 out of 105 in Apr-May.																
		81.52%	89.5%	93.8%														
Excellent services	BV 109c	% of other applications determined in 8 weeks (Gov't target 80%)														↑	94%	92%
		<i>CPA Key Threshold</i> 116 out of 128 on time in May, 239 out of 254 in Apr-May																
		92%	98%	90.6%														
Excellent services	BV 204	% planning application appeals allowed against the authority's decision to refuse.														↓	44%	30%
		4 out of 9 in May, 11 out of 25 in Apr-May																
		32%	43.8%	44.4%														
Excellent services	BV 215a	Average days to repair street lighting faults (except faults relating to power supply - see below)														↑	1.87	3.50
		This is excellent performance and number of faults is in line with the time of year.																
		1.92	2.08	1.68														
Excellent services	BV 215b	Average days to repair street lighting power supply related faults (once they are with our District Network Operator - currently EDF)														↑	3.65	20.0
		<i>Our District Network Operator (electricity supplier) is EDF</i> This is the second month in which EDF have performed very well. EDF have provided a dedicated fault repair team to Haringey. This is why we have seen a big improvement in performance.																
		21.96	9.75	2.13														
Excellent services	BV 218a	% of reports of abandoned vehicles investigated within 24 hrs of notification														↑	97.5%	90.0%
		Excellent performance. This is the first time we have achieved 100% result since the introduction of this BVPI.																
		96.0%	94.2%	100.0%														
Excellent services	BV 218b	% of abandoned vehicles removed within 24 hrs (from when the LA is legally entitled to remove them)														↑	95.0%	90%
		Excellent performance and the trend is expected to continue.																
		93%	92.6%	96.8%														
Excellent services	BV 82ai + bi	% of household waste which has been recycled or composted														↑	19.95%	22%
		<i>CPA Key Threshold</i> The weight of waste recycled/composted in May was the highest ever recorded although the recycling rate of 20.41% is just one percentage point higher than April. April figure revised here. Discretionary amber traffic light.																
		19.84%	19.4%	20.4%														
Excellent services	BV 84a	Kg of household waste collected per head (seasonally adjusted annual equivalent)														↑	385.33	355
		<i>Amber is awarded if performance is top quartile (London 2005/06 est.). CPA upper threshold is 355</i> This figure has risen in May and is higher than expected. The reason will be investigated. Waste minimisation initiatives such as home composting bins and real nappies are already in place. Others are being considered for this year include a push for residents to sign up to mail preference schemes and - subject to a successful bid to WRAP - the introduction of a traffic light scheme for household waste collections.																
		364.40	357.60	408.28														
Excellent services	BV 99a	Number of casualties - All killed or seriously injured (KSI).														↑	112 (28)	124 in 2006
		<i>Figures here (actuals) are the latest available from TfL. Trend arrow is from 1994-8 average.</i>																
		2005	Jan	Feb	Mar													
Excellent services	BV 99c	Number of casualties - All slight injuries (KSI). Seasonally adjusted annual equivalent (actual)														↑	485 (121)	1049 in 2006
		<i>Figures here (actuals) are the latest available from TfL. Target is from Mayor of London's Strategy. Trend arrow is from 1994-8 average.</i>																
		2005	Jan	Feb	Mar													
Excellent services	Was BV 88	Number waste collections missed per 100,000 household waste collections (from Accord)														↑	117.22	130
		Slight increase this month compared to April, however performance level has been sustained with 121 missed collections per 100,000 properties being recorded for May.																
		129.41	113.39	121.08														
Excellent services	Local	Sports & Leisure usage (seasonally adjusted annual equivalent)														↑	1,106,193	1,083,445
		<i>Figures seasonally adjusted to a profile supplied by Recreation.</i> May performance up nearly 6% against target, whilst accumulative position is above target.																
		910,749	1,014,240	1,148,567														

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	Local	Parks cleanliness Index <i>to be phased out as BV199 becomes available more regularly</i> Performance above target across all areas and improvement on same period in 2005/06														↑	
		80.92	84.10	86.87												Green	Green
Excellent services	CPA E32	Trading standards visits to high risk premises (annual equivalent scaled to the programme) Figures manually collated owing to IT problems - IT help desk reference number 287978. We will confirm / correct any discrepancies when the IT is working properly.															75 (actual: 7)
		100%	75 (actual: 2)	75 (actual: 5)													Green
Excellent services	BV217	Pollution Control - % of improvements carried out of those due															
		None due	None due														
Financial Health	Local	Debt recovery – parking income recovery target (%)															61%
			61%	61%												Green	Green
Financial Health	Unit Cost	Waste Collection costs per tonne															£83
		£	£83	£83												Amber	Amber
Financial Health	Unit Cost	Net Cost of service per parking ticket issued <i>Surplus shown as minus (-)</i>															-21
		£	-21	-21												Green	Green
Social Services Monthly indicators																	
Excellent services	Ex. BV 185 HfH	The % of responsive (but not emergency) repairs during the year, for which the authority both made and kept an appointment.														↑	
		91%	91.9%	94.51%												Red	Red
Excellent services	BV 212 LHO 4 HfH	Average relet times for local authority dwellings let in the financial year (calendar days) <i>Was BV 68</i>														↓	
		29.00	33.63	38.04												Red	Red
Financial Health	BV 66a HfH	Local authority rent collection and arrears: proportion of rent collected <i>Year to date only</i>														↓	
		97%	93.5%	96.0%												Red	Red
Financial Health	BV 66b HfH	Percentage of tenants with more than seven weeks rent arrears														↓	
		13.1%	13.6%	14.2%												Red	Red
Excellent services	(BV73) LHO 6 HfH	The average time taken to complete non-urgent responsive repairs (calendar days)														↓	
		13.98	17.71	16.86												Red	Red
Excellent services	(BV 72) LHO 5 HfH	The % of urgent repairs completed within Government time limits.														↓	
		98%	95.9%	93.4%												Amber	Amber
Excellent services	BV 184a 2007/8 HfH	The proportion of local authority homes which were non 'decent' <i>As this pi is measured at the beginning of the year we always know the outturn in advance. Year to date only.</i> 05/06 outturn 50% 06/07 outturn 44.7%. Monthly target based on 0.225% reduction each month.														↑	Target 07/08
			44.5%	44.4%												Amber	Amber
Financial Health	Unit Cost HSG	Cost per Private Sector Lease															£ 852.43
			£872.65	£852.43												Amber	Amber
Financial Health	Unit Cost HSG	Cost per Nightly Rated Accommodation															£ 40.71
			£40.77	£40.71												Amber	Amber

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	BV 64 HSG	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. It is planned to report this indicator initially in June and then monthly thereafter.															
	414																150
Excellent services	BV 183a HSG	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 CPA indicator														→	
	0														Green	Green	1
Excellent services	BV 183b HSG	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. <i>Indicator for 05/06 onwards changed in May 2006 to exclude hostel provision ending prior to April 2004.</i>														↓	
	54.65	Nil	81.21												Red	Red	35
Excellent services	BV 213 HSG	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 <i>Annual equivalent shown</i>														↓	
	381	264	324												Amber	Red	400
Excellent services	BV 54 C32 Soc	Older people helped to live at home per 1000 population aged 65 or over Performance remains exceptionally high and within the top performance band.														↓	
	163	156	156												Green	Green	121
Excellent services	BV 55 D40 Soc	Adult and older clients receiving a review as a percentage of those receiving a service <i>This is a joint (older people and adults) indicator.</i> New reviewing officers have been appointed within Learning Disabilities to help improve performance. The P&P team have worked alongside Older People's Services to identify 1,500 cases where reviews appear to be overdue but actually exist due to the misuse of workflow within Framework-1. An action plan is now in place to address the backlog of cases awaiting review														↓	
	44%	43.0%	42.0%												Red	Red	60%
Excellent services	BV 56 D54	% of items of equipment & adaptations delivered within 7 working days <i>CPA Key Threshold</i> Exceptional performance this month places us well within top performance for this PI														↑	
	86%	85.0%	91.7%												Green	Green	88%
Excellent services	BV 58 D39 Soc	% of people receiving a statement of their needs and how they will be met. <i>Joint Indicator for Adults & Older People - Deleted as BVPI from 05/06</i> This has been targeted as an improvement project because performance has been low for some time. The problem has been identified as some Framework - 1 users not logging that a S.O.N has been sent out correctly. We are now providing weekly reports on this to our management team.														→	
	69%	64.0%	64.0%												Red	Red	84%
Excellent services	BV 195 D55 Soc	Acceptable waiting time for assessment - average of (i) % where time from initial contact to first contact is less than 48 hours & (ii) % where time from first contact to completion of assessment is less than or equal to 4 weeks <i>CPA Key Threshold. This PI is based on acceptable waiting times for assessment for new older clients (65+).</i> D55i - For new older clients where contact is less than or equal to 48 hours - 53% D55ii - For new older clients where contact is less than or equal to 4 weeks - 41% There are a number of problems that we have identified that have impacted negatively on this indicator one of which is the fact that we are entering information about people in hospital who are not ready for discharge which means we cannot meet the timelines held within this indicator. ECare are looking to resolve this recording problem.														↓	
	59.00%	58.0%	53.0%												Red	Red	71%
Excellent services	BV 196 D56 Soc	Acceptable waiting time for care packages - % where the time from completion of assessment to provision of all services in <i>CPA Key Threshold. This PI is based on acceptable waiting times for care packages for new older clients (65+).</i> An issue has been identified around the proliferation of incidents where a package of care has been agreed but the resource is unavailable. Performance will be higher if this is resolved. We are now providing weekly reports on this to our management team.														↓	
	74%	78.9%	71.1%												Red	Red	87%
Excellent services	Paf C72 Soc	Older people aged 65 or over admitted on a permanent basis in the year to residential or nursing care <i>CPA Key Threshold (using 2004 mid year estimate population of 21,000)</i> This is a projected outturn based on April and May's performance of 15 permanent admissions, 3 temporary to permanent admissions and 1 permanent resident transferring between residential and nursing care. Our performance places us well within the top performance band for this PI.														↑	
	70	34.30	37.00												Green	Green	70
Excellent services	Paf C62 Soc	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 The fall in performance does not accurately represent the work being carried out around services for carers. There are issues around reporting this PI and performance will continue to decrease until they are resolved. This is now a priority action for improvement. We are now providing weekly reports on this to our management team.														↓	
	6%	5.0%	3.0%												Red	Red	12%
Excellent services	BV 201 C51 Soc	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 is still on target to hit the year end target although take-up has slowed somewhat.														↑	May Target
	122	122	124												Amber	Amber	150

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Customer Focus	Local	NHS & Community Care Act Complaints - Stage 1 responded to within 14 days															
	Soc	Eight out of 9 cases responded to on time.														89%	
		71%	100.0%	80.0%											Green	Green	80%
Customer Focus	Local	NHS & Community Care Act Complaints - Stage 2 responded to within 28 days															
	Soc	The response sent this year was in May, out of time but within 90 Days.														0%	
		0%	None	0.0%											Red	Red	50%
Financial Health	Unit Cost	Cost of home care per client															
	Paf B17															£18.45	
	Soc	£18.45	£18.45	£18.45											Red	Red	£15.50
Financial Health	Unit Cost	Cost of intensive social care per client															
	Paf B12															£661	
	Soc	£	£619.00	£632.00	£661.00										Red	Red	£590
Finance Monthly indicators																	
Financial Health	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															
																85%	
		89%	88.3%	81.9%											Red	Red	92.0%
Financial Health	BV 9	The percentage of council taxes due for the financial year which were received in year by the authority.															
		The performance remains constant over the first couple of months.														93.4%	
		93.35%	93.7%	93.0%											Amber	Amber	93.75%
Financial Health	BV 10	The percentage of non-domestic rates due for the financial year which were received in year by the authority.															
		The performance remains constant over the first couple of months.														99.3%	
		98.98%	99.3%	99.4%											Green	Green	99%
Excellent services	PM1	Average speed of processing new claims (Standard 36 days)															
		<i>Measured in days</i> Performance has been extremely disappointing in the first couple of months. A review of the reason for this drop is being undertaken and the blocks in the process are being identified. Process improvements are being identified and implemented. A fuller picture will emerge when further information is available.														53	
		41	50	56											Red	Red	36
Financial Health	PM7	Performance Indicator for the amount of HB overpayments recovered during the period as a percentage of total amount of HB overpayments identified during the period.															
		Performance over the first two months has been encouraging and on target to meet the annual performance standard.														59%	
		54%	66%	51%											Red	Amber	60%
Financial Health	PM9	Performance Indicator for the amount of HB overpayments written-off during the period as a percentage of total amounts of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.															
		Performance remains on target														1.1%	
		4%	2.9%	0.2%											Green	Green	10%
Excellent services	PM11	What is the percentage of data-matches resolved within 2 months?															
																100%	
		100%	100.0%	100.0%											Green	Green	91%
Financial Health	Fin 1	Overall revenue budget monitoring															
		<i>Net overspend variance under 0.5% green, 0.5% to 1.0% amber, over 1.0% red</i>															
			0.4%	0.9%											Amber	Amber	
Financial Health	Fin 2	Overall capital budget monitoring															
		<i>Net overspend variance under 0.5% green, 0.5% to 1.0% amber, over 1.0% red</i>															
			0.0%	0.0%											Green	Green	
Financial Health	Fin 3	Projected general fund reserves – projected unplanned use of balances															
		<i>Under 20% green, 20% to 40% amber, over 40% red</i>															
			12.0%	12.0%											Green	Green	
Financial Health	Fin 4a	Treasury management- Exposure to Variable interest rates															
		<i>- Remain within upper limit of 30% = green, between 30% and 50% amber, over 50% red</i>															
			0.0%	0.0%											Green	Green	
Financial Health	Fin 4b	Treasury management - Authorised Limit for external debt															
		<i>- remain within 95% = green, 95% to 100% = amber, over 100% = red</i>															
			91.2%	91.2%											Green	Green	

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	
Financial Health	Fin 4c	Treasury management - The Council's operational boundary for external debt. <i>- remain within 95% = green, 95% to 100% = amber, over 100% = red</i>																
			94.3%	94.3%												Green	Green	
Financial Health	Unit Cost	Cost of office accommodation per sq metre (corporate property)																
Chief Executive's Monthly indicators																		
OD	BV 12	Working days lost due to sickness per FTE employee <i>FTE = full time equivalent. Shown as annual equivalent. The year to date figure includes some lated reported sickness inevitably missing from Monthly figures</i>																
																	7.17	
		10.37	5.4	8.25											Green	Green	8.8	
Excellent services	was BV 117	The number of physical visits per 1,000 population to public libraries <i>Deleted as BVPI from 05/06 - shown as an annual equivalent</i>																
																	9,621	
		9,850	9,016	10,267											Green	Green	9,000	
Customer Focus	Local	Members' Enquiries, percentage responded to within 10 working days																
																	81%	
		85%	85.2%	78%											Red	Red	90%	
Customer Focus	Local	Local Resolution complaints (stage 1) responded to within 10 working days <i>*05/06 Threshold was 15 days</i>																
																	71%	
		80%*	70.2%	70.9%											Red	Red	80%	
Customer Focus	Local	Service investigation complaints (stage 2) responded to within 25 working days																
																	57%	
		74%	60.9%	52.2%											Red	Red	80%	
Customer Focus	LCE1	Independent review (stage 3) public complaints responded to within 20 working days <i>*05/06 Threshold was 25 days</i> 7 complaints received in April and May																
																	100%	
		94%*	100.0%	100.0%											Green	Green	90%	
Customer Focus	Local	Freedom of information act replies within 20 day time scale																
		Ensuring that requests are responded to on time continues to be a challenge for some Directorates. Escalations have helped, however more emphasis needs to be placed on FOI by the Senior Management team so that all service managers recognise the need to comply with the legislation. From June, this PI will exclude HfH FOI requests.																
		65%	66.0%	59.0%											Red	Red	70%	
Customer Focus	Local	Waiting times - % personal callers to Customer Service Centres seen in 15 minutes																
		Improved performance compared to April. More and more customers are coming into the CSCs.																
		63%	41.1%	54.1%											Red	Red	70%	
Customer Focus	Local	Switchboard - Telephone answering in 15 seconds																
		Resources continue to be used elsewhere within Customer Services																
		98%	97.9%	96.3%											Green	Green	90%	
Customer Focus	Local	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> Above target. From June, this PI will exclude HfH telephone performance.																
																	79.2%	
		79.3%	78.7%	79.7%											Green	Green	77%	
Customer Focus	Local	Call Centre: Calls answered in 15 Secs as % of calls presented																
		A Call Centre Recovery plan is being worked to. Call Centre performance was discussed at CEMB on 23 May, and will be discussed every two months.																
		55%	11.4%	12.7%											Red	Red	70%	
Customer Focus	Local	Call Centre: Calls answered as percentage of all calls presented																
		As above																
		86%	66.4%	64.8%											Red	Red	90%	
Customer Focus	Local	Call Centre: Average queuing time <i>Min:Sec</i> As above																
																	03:05	
		00:49	03:14	02:56											Red	Red	00:40	
Financial Health	Unit Cost	Cost per transaction (customer services)																
																	£ 4.40	
		£ 4.43	£ 4.80	£ 4.33														
Financial Health	Unit Cost	Cost per visit/interaction (libraries)																
		Monthly figures will fluctuate as visitor numbers fluctuate over the course of the year, as does spend, particularly on non-salary items. The year to date position is a more useful indicator although it will still reflect some of the seasonal trends.																
			£2.21	£2.02	£2.44											£2.28		
OD	part of BV 126	Domestic burglaries (annual equivalent seasonally adjusted to 2005/06 figures) <i>LPSA target 27.51 per 1000 households (equivalent to 2771 burglaries)</i>																
																	3,138 (actual 437)	
		2,851	3,352 (actual 241)	2,949 (actual 240)											Red	Red	2,709	

The Executive**On 25 July 2006**Report Title: **ASSET MANAGEMENT PLAN 2006 -2011**Report of: **ACTING DIRECTOR OF FINANCE**Wards(s) affected: **All**Report for: **Key Decision****1. Purpose**

1.1 To approve the Asset Management Plan for 2006 -2011

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

2.1 The Asset Management Plan (AMP) has been revised to coincide with the new Capital Strategy. The opportunity has also been taken to revise its format so that it becomes both a template and a working document which supports the planning and use of assets to best effect in support of the Council's overall objectives.

2.2 Key to improving the management of assets and demonstrating good use of resources is the "direction of travel" inherent in the AMP which contains improvement plans, supported by a short term action plan for 2006 -8. The new format is also more easily adapted to changing circumstances and the AMP will be revised again to align it with the new Community Strategy when agreed.

2.3 I will be reviewing general progress on the AMP and Action plan on a quarterly basis and report to The Executive on an annual basis. Additionally, I will be bringing reports to The Executive on specific issues from the action plan such as portfolio reviews, development of corporate management of property and maintenance strategy.

3. Recommendations

3.1 To approve the Asset Management Plan for 2006 -2011 and endorse the principles, priorities and action plan contained within it.

3.2 To note that further reports will be submitted on specific items from the action plan as appropriate.

Report Authorised by: **Gerald Almeroth**
Acting Director of Finance

Contact Officers:	Dinesh Kotecha Head of Corporate Property 020 8489 2101	Ruth Gibson Project Manager 020 8489 2184
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4. Executive Summary

- 4.1 Since 2002, the Council has been required to maintain both a Capital Strategy and Asset Management Plan though these no longer have to be submitted specifically for Government assessment.
- 4.2 Both are important to the Council's future planning of capital investment and assets and also contribute to the Council's CPA assessment and annual Audit Commission inspection of Use of Resources. The Capital Strategy is reported concurrently on this agenda.
- 4.3 The current Asset Management Plan was approved in July 2005 and has been revised to coincide with the revised Capital Strategy. It also has a new format, setting out principles and key factors relating to asset management, which can more easily be adapted to changing circumstances and events in the future.

5. Reasons for any change in policy or for new policy development

- 5.1 The Asset Management Plan re-states and clarifies existing policy and strategy in respect of asset management.

6. Local Government (Access to Information) Act 1985

Report to The Executive on 26 July 2005.

7. Background

- 7.1 The Council has been required to produce an Asset Management Plan (AMP) since 2002 which previously had to be submitted to GoL for assessment, receiving a top rating of "good".
- 7.2 Whilst no longer submitted for assessment, the AMP is key in guiding the Council in decisions about its assets and also remains important to the Council's Comprehensive Performance Assessment and the annual Audit Commission's Use of Resources assessment.
- 7.3 The Asset Management Plan (Appendix 1 attached) outlines the Haringey context for asset management and the principles, objectives and priorities which guide the Council's decisions about asset planning, deployment and strategic investment .
- 7.4 A new format has been adopted to provide a more strategic document which is complemented by an action plan and provides a template for future up-dating. The Executive is requested to approve the AMP and the principles, objectives and actions contained in it. The plan will continue to be updated at least annually to ensure

consistency with Community Strategy and Council objectives and to reflect the related service priorities and requirements emerging through the business planning process.

8. Consultation

- 8.1 The report has been circulated to each Council department and to the Assets Strategy Board which is chaired by the Head of Corporate Property and comprises departmental staff with responsibility for assets.

9. Summary and Conclusions

- 9.1 The Asset Management Plan had been revised and updated to coincide and align with a new Capital Strategy. The Plan sets out policy, strategy and priorities for asset management and includes action to further improve the way in which assets are deployed and managed.

10. Recommendations

- 10.1 To approve the Asset Management Plan for 2006 -2011 and endorse the principles, priorities and action plan contained within it.
- 10.2 To note that further reports will be submitted on specific items from the action plan as appropriate.

11. Financial Comments

- 11.1 There are no direct financial implications arising from the agreement of the AMP. The AMP indicates the shortfall in resources for tackling maintenance of assets and includes plans to ensure this is managed effectively.

12. Comments of the Head of Legal Services

- 12.1 The Head of Legal Services has reviewed this report and notes its content. The assets dealt with in the report are held under various legislations which must be complied with in any dealings with these assets. Until specific assets are dealt with in any further report the Head of Legal Services does not have any further comments to make at this stage.

13. Equalities Implications

- 13.1 Both documents are focused on the Council's priorities which inherently include consideration of equalities issues. The Asset Management Plan also addresses specific equality issues such as accessibility to Council buildings and services.

14. Use of Appendices / Tables / Photographs

Appendix 1 – Asset Management Plan 2006 -2011

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CORPORATE ASSET MANAGEMENT PLAN

2006 - 2011

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CORPORATE ASSET MANAGEMENT PLAN 2006 – 2011

1. PURPOSE

The main aim of the Corporate Asset Management Plan (AMP) is to ensure that the Council only holds property assets that are required in direct or indirect support of service priorities and corporate objectives, and that these are managed efficiently and effectively to demonstrate good use of resources and value for money.

A key product of the AMP is a medium term action plan to drive up the performance of assets and provide a forward planning framework for investment and disposals to continuously reshape the Council's asset portfolios in response to corporate objectives, challenges, opportunities and changing needs.

The AMP also provides a strategic framework for future decision making and planning by providing the policy context for asset management together with the tools and techniques to challenge current use and performance of assets and an analysis of the priorities, emerging changes, service needs and best practice guidance.

The AMP is closely linked to the Council's Capital Strategy which sets out the approach for optimising available capital resources to maximise support for the corporate objectives and service priorities. As well as providing an assessment of needs for the capital programme, the AMP provides a means for integrating revenue consideration in respect of asset investment plans through use of whole life costing and focusing on the financial performance of assets in terms of operating costs.

Having previously reviewed the AMP with a view to meeting the requirements of the Audit Commission on Use of Resources, the aim now is to build on the approach to corporate management to achieve stepped changes in the way that assets can help the Council realise the Community Strategy aims. To achieve this, the following key components have been developed:

- Corporate Asset Policy to set out the vision for assets, objectives and key policies for holding and deploying assets in the future.
- Corporate Property Strategy to set out the Council's general approach to implementing the Corporate Asset Policy.
- Identifying the relevant and significant factors (internal and external) that affect or may affect asset planning and management
- Establishing priorities and short and long term action plans for continuing improvement of asset management across the Council

2. ASSET BASE

2.1 Summary

The Council's asset register includes a wide range of operational land and buildings illustrated in the list below. In addition there are also some non-operational buildings comprising mainly commercial premises. Other assets included in the register relate to infrastructure, vehicles and equipment.

Asset type	No. at 31/3/06	Asset type	No. at 31/3/06
Council dwellings	16,714	Play Centres	9
Garages	2,374	Coroner's Court	1
Administrative buildings	23	Children's Homes and Hostels	3
Under 5's Centres	4	Homes for Older People	5
Primary Schools	43	HALS/Youth buildings	1
Secondary Schools	8	Day Centres for Older People	4
Homes for People with Learning disabilities	3	Day Centres for People with Disabilities/Mental Health problems	5
Sports & Leisure Centres	4	Allotments (plots)	1,647
Libraries	9	Depots	4
Community Buildings	42	Parks, Recreation Grounds and minor open spaces	167
Cemeteries & Crematoria	3	Museums	1

The value of premises related assets at end of March 2006 was £1,338m as follows:

	£m
Housing assets	1,074
Land and buildings* (operational)	230
Non-operational buildings (e.g. commercial)	34
	1,338

*The buildings element of the asset register is re-valued on a five year rolling programme.

2.2 Planning and Assessment

Housing stock Following a condition survey undertaken in 2003 and a five year plan for bringing stock up to the Decent Homes Standard (total cost estimated at £308m) is being implemented through Homes For Haringey. Needs assessment and suitability are being addressed through the HRA Asset Review. A bid for the required additional resources is being submitted to the Government at the end of July 2006.

School Estate There is a separate detailed Asset Management Plan for school buildings, which includes sufficiency, suitability and condition assessments. This was formally approved by the DfES 2004. Regular annual downloads of updated information are made to the DfES in accordance with their requirements.

Primary School Estate

The most recent condition survey of the primary schools estate was undertaken across 2004 and 2005 following a production of CAD floor plans from measured surveys. Asbestos (type 2) surveys were undertaken in 2005 and necessary immediate works carried out. Resurveys are being undertaken this year to those schools.

The primary estate AMP informs the annual capital investment programme. Currently all Priority 1 / Grade D condition works (the most urgent / life expired) have been completed along with the higher Priority 2 / Grade C major defects.

There are however, 2,998 Priority 1 and 2 Grade C defects across the estate which have yet to be rectified. These Grade C defects (Priorities 1 and 2) have a total repair cost of around £8.9m.

The Capital Strategy identifies a £32m resource gap in terms of total need.

Secondary School Estate

The PFI addressed condition works across the secondary estate so only two secondary schools (St Thomas More and John Loughborough) had condition surveys in 2004 and asbestos surveys in 2005. The Building Schools for the Future (BSF) programme will be addressing suitability issues across the secondary estate coupled with any outstanding condition works. There is a 1,200 pupil 6th Form Centre under construction in Tottenham which will open in September 2007 as part of the BSF programme.

Total need is £230m with a current established funding gap of £45m.

General Portfolio Surveys of some 150 buildings have recently been completed. The estimated cost of bringing these up to an acceptable standard is in the region of £5m. Evaluation and prioritisation of work is underway whilst taking account of the future plans or prospects for these properties alongside building maintenance priorities.

3. CORPORATE ASSET POLICY

The Council's vision is to "improve the quality of life for everyone in the borough .." and the Community Strategy sets out a vision to "measurably improve the quality of life..".

Physical assets such as dwellings, schools, residential homes community centres, libraries, day centres are all an integral part of delivering services, improving the quality of life and well being of the people of Haringey.

The overriding policy aim is to **only hold assets that are required for immediate service delivery or contribute to the achievement of corporate objectives and priorities in the longer term**. Such assets, whether or not owned by the Council, must be effectively managed in order to contribute to the achievement of the vision and corporate objectives.

To provide property assets which are in good condition, fit for purpose and in appropriate locations to support good quality, accessible services representing value for money.

The general objectives for all assets owned or held by the Council is that they should:-

- Make a positive contribution to the Council's corporate objectives and service priorities.
- Be fit for purpose and in good condition, so that uninterrupted services can be provided from them in an environment which is comfortable for customers and staff.
- Be suitable and sufficient for the purpose for which they are being used in terms of the size, type and layout of accommodation and accessibility.
- In locations to allow customers to access the service and staff to deliver it, including electronic access to services.
- Be legislatively compliant in relation to health, safety and access for people with disabilities.
- Provide flexible spaces that can be economically adapted to adjust to changing service needs, including sharing with partner agencies.
- Demonstrate value for money in terms of a balance between efficiency in operation, running costs and long term sustainability.
- Be exemplars of sustainable development where new or extensively refurbished and managed in accordance with environmental policy
- Able to contribute positively to the immediate environment, particularly where there is a need for physical regeneration in the locality.
- Able to convey a positive image of the Council and the services being provided.

In addition, assets not held for direct service delivery, such as those let for commercial use or held for use by community groups, should:-

- Produce maximum income for the Council or otherwise through their usage, make a contribution to the social or economic well being of the borough
- Be retained if they have strategic importance such as the potential to influence physical and economic regeneration.

Based on the above asset objectives there is now a need to formalise and implement a policy of corporate management of assets;

- All Council assets are corporately owned and subject to corporate policies regardless of the management arrangements.
- Decisions on acquisitions, disposals and changes in operational use of all assets require corporate approval.
- Proceeds from disposals of assets to be allocated in accordance with existing policy included in the Capital Strategy.
- Allocation, occupation and use of all assets should be in accordance with corporate standards.

- Use and performance of all assets should be measured and reported in accordance with corporate standards.

4. CORPORATE PROPERTY STRATEGY

The Council has already adopted a corporate asset management and review function with the Executive Member for Finance taking responsibility for developing the portfolio and sponsoring all the key decisions.

The Head of Corporate Property develops corporate policies and actions in conjunction with the Assets Strategy Board which is made up of senior managers from each department as well as the Heads of Corporate Finance and Corporate Procurement to ensure clear links with these functions. The current governance, accountability and decision making process are described in Appendix A.

In order to develop the policy framework more fully and to achieve the corporate property objectives the following strategic initiatives are incorporated within the action plan:

- Establish a **corporate landlord and tenant** relationship with all service operational properties held corporately and occupied by service departments on the basis of agreed service level agreements;
- Measure **performance of assets** by developing indicators and benchmarks to drive up performance by targeting improvement plans;
- Develop and implement a **strategy to reduce the maintenance backlog** and ensure compliance based on a risk management approach;
- **Challenge the use of assets** to ensure that they remain relevant to service priorities and are deployed to meet corporate objectives through a programme of property and portfolio reviews;
- Provide a catalyst for cross department and multi agency service integration by establishing **area based service and property reviews**;
- Establish medium term and annual **disposals targets** to drive opportunities for rationalisation, maximising capital receipts, sharing assets, and;
- Adopt a pro-active approach to **land and property developments** aimed at realising maximum value and meeting the social and economic regeneration needs of Haringey.

These processes and initiatives will be integrated within the Council's corporate planning and budgetary framework so that the Corporate Assets Strategy can be effective in ensuring that our use of resources and performance remain focussed at meeting corporate priorities.

5. STRATEGIC CONTEXT

The overall use, planning and management of the Council's assets is guided and influenced by a number of factors:-

5.1 The Community Strategy and the Council's Key Priorities

From the agreed statement of objectives in the Community Strategy the Council has identified the following key priorities:-

- Better Haringey (largely environmental improvements)
- Raising educational achievement
- Building safer and stronger communities
- Achieving excellent services
- Putting people first (including regeneration initiatives)

The Council's assets contribute to achieving community strategy priorities through:-

- Effective supply and efficient use of assets;
- Providing suitable environments to support quality services;
- Deployment in economic/regeneration schemes or schemes of environmental benefit;
- Providing premises for local business/community initiatives and partner agencies;
- Provision of investment funding through release of value from the assets.

The Community Strategy is currently under review and is scheduled to be agreed in April 2007. The Asset Management Plan will be updated to reflect the revisions next year.

5.2 Other Local Strategies and Plans

Unitary Development Plan

Capital Strategy

Service asset plans and strategies including:-

- Children and Young People Plan 2006 - 2009
- Children's Service Asset Management Plan
- Homes For Haringey Asset Management Strategy
- HRA Asset Review
- Residential Care Strategy
- Accommodation Strategy
- Parks Asset Improvement Programme
- Highways Asset Management Plan/Local Implementation Plan (Transport)

5.3 Legislative Changes and Government Priorities

The following are of particular relevance currently:-

- Education White Paper: “Higher Standards Better Schools”
- Comprehensive Spending Review and efficiencies required following Gershon review
- Government agenda for obtaining value for money and releasing value from assets, including possible targets for disposals

5.4 Modernising Services and Service Delivery

Affecting the Council’s requirements in respect of asset type, location and capacity

- New ways of accessing services, particularly through web and e-government and the development of Customer Services.
- New and flexible ways of working (e.g. mobile working).
- Structural and organisational change.

5.5 Partnership working

- Increasing the scope for utilising assets and delivering services in conjunction with partner agencies.
- Working with RSL’s to address social housing need.
- Opportunities to develop assets in conjunction with the private sector.

6. KEY PRIORITIES

Asset Management Plan priorities emerge from examining the Council’s priorities in the context of key asset management principles as follows:-

Sufficiency	The right capacity, supply and flexibility in the overall portfolio to meet needs.
Suitability	The right buildings in the right locations and with the right facilities to support high quality services
Condition	Buildings in good physical condition which are fully accessible and comply with statutory and regulatory requirements
Efficiency	Buildings which are cost effective to run, conform to environmental policies and are viable over the longer term.

In terms of the Council's key objectives, current priorities are:-

PRIORITY	OUTCOMES
RAISING EDUCATIONAL ACHIEVEMENT	
Enhancement of opportunities and life chances for young people.	<ul style="list-style-type: none"> • A current bid through BSF of £165m programme of improvements and investment in secondary schools including provision of a new school. • Creation of new 6th form college. • Expansion of primary school provision. • Development of local Children's Networks
PUTTING PEOPLE FIRST - REGENERATION	
Utilisation of council-owned assets in support of the wider regeneration strategy for Haringey.	<ul style="list-style-type: none"> • Surplus or semi-derelict sites put back into productive use. • Local economic and environmental regeneration. • Through inward private investment, securing the future of historic buildings which have become surplus to the Council's needs.
ACHIEVING EXCELLENT SERVICES	
Maximising the benefits from portfolios by ensuring they are deployed and managed to best effect in line with Council's objectives.	<ul style="list-style-type: none"> • Community Buildings and Commercial portfolios to be reviewed to build capacity for economic and community benefits.
Maximising the efficiency and use of buildings in support of service delivery.	<ul style="list-style-type: none"> • Establishment of a single framework for the management of building assets under the control of Corporate Property Services. • Consistent standards for building management and use. • Cost effective and compliant buildings. • Co-ordinated and prioritised rolling programmes for condition survey, repair and maintenance.
Information and Systems Developing tools and systems to drive up asset performance.	<ul style="list-style-type: none"> • Establishment of an integrated assets database which will handle a range of information including performance information. • Improved performance management of assets. • Information on assets readily available to managers across the Council and as appropriate to the public.

7. ACTION PLANS

As well as consolidating the corporate asset management framework developed over the past two years there is now a need to set out the ambition and strategic direction for reshaping the asset portfolios over the next 5-10 years. The focus of the medium term work programme is to address the key priorities identified in this AMP by implementing the corporate assets strategy outlined above. The strategic themes and key actions for the medium term work programme are given in the following table and included in the action plan in Appendix B.

Strategic Theme	Key Actions
Corporate Asset Management – ensure asset planning and decision making are aligned with the Council’s corporate objectives	<ul style="list-style-type: none"> • Assist Service Heads to embed asset management within business plans, service reviews and strategic developments. • Advise Members and CEMB on the asset management implications and opportunities arising from the Corporate Business Plan.
Develop Corporate Landlord & Tenant model to support directorates in improving front line services, achieve improvements in asset performance and realise efficiency savings.	<ul style="list-style-type: none"> • Establish corporate service level agreement. • Transfer management responsibility and budgets for operational assets to Corporate Property Services.
Measure Performance of Assets to drive up performance and challenge use.	<ul style="list-style-type: none"> • Establish the COPROP and other asset management performance indicators.
Implement strategy to reduce maintenance backlog	<ul style="list-style-type: none"> • Assess maintenance backlog for each building and portfolio on a five year rolling programme. • Establish a maintenance strategy to include annual budget bids for planned maintenance, prioritised spending plans to achieve procurement efficiencies and asset rationalisation proposals to remove uneconomic buildings from the portfolio.
Challenge the use of assets	<ul style="list-style-type: none"> • Undertake a programme of portfolio reviews and report on their fitness for purpose in meeting corporate objectives.
Promoting multi agency service integration	<ul style="list-style-type: none"> • In conjunction with the Neighbourhood service facilitate area based reviews. • Establish relationships with neighbouring authorities through the North London Partnership to identify opportunities for cross border service integration. • Develop links with other community and voluntary sector organisations to consider opportunities for sharing accommodation and promote one stop shop for local public services.
Development and Disposals Programme	<ul style="list-style-type: none"> • Liaise with the Head of Corporate Finance to establish realistic targets for disposals. • Agree annual disposals programme as part of the business planning and budget process. • Identify potentially surplus assets for inclusion within the disposals programme.

A detailed action plan has been developed for the next 12 - 24 months to prioritise and resource key improvements. (Appendix B). This action plan will be reviewed annually in the context of the strategic direction and medium term work programme outlined above.

8. ASSET MANAGEMENT RESOURCES, TOOLS AND PROCESSES

There is a range of information, processes and tools which support effective asset management, planning and use. More information is provided on these in Appendix C.

GOVERNANCE, ACCOUNTABILITY AND DECISION MAKING

A1 Member structures

The Community Strategy which establishes overall objectives is agreed in conjunction with the Haringey Strategic Partnership.

Member engagement in assets-related issues arises in a number of ways:-

Executive and Lead Members

The Executive approves (or recommends to Council), key strategies and plans, including the Asset Management Plan and also makes decisions on significant asset related issues identified on the Forward Plan. Where necessary, specific Member bodies are established to deal with such issues.

The Executive Members each have designated responsibilities with the Executive Member for Finance having responsibility for asset management generally.

Scrutiny

Member Scrutiny Panels examine specific issues from an agreed programme. A Scrutiny Review of Asset Management was completed in 2005, recommendations from which have been implemented or incorporated in work connected with asset-related projects.

Individual Members

At local level, Ward Councillors are involved and consulted on property specific issues affecting their local area and are also engaged through individual Member enquiries.

Member bodies are also being established which will oversee the Programme Streams described in A2 below to ensure links are maintained with political priorities.

A2 Programme/Project Framework

The Council has an established Programme of key projects (described more fully in the Corporate Plan) which is supported by a project management methodology to ensure that all projects operate to consistent principles including:-

- Relevance to overall Council objectives
- Rigorous evaluation of objectives, scope, options, resourcing and change management implications.
- Identification and involvement of internal and external stakeholders
- Risk assessment and management throughout a project's life
- Structured control and accountability/reporting systems
- Post project review as a basis for continuous improvement

The principal Streams related to assets are, Value For Money, People First (Re-Generation) and Children and Young People. The Corporate Property Officer is a member of each of these Stream Boards, ensuring the necessary links are maintained.

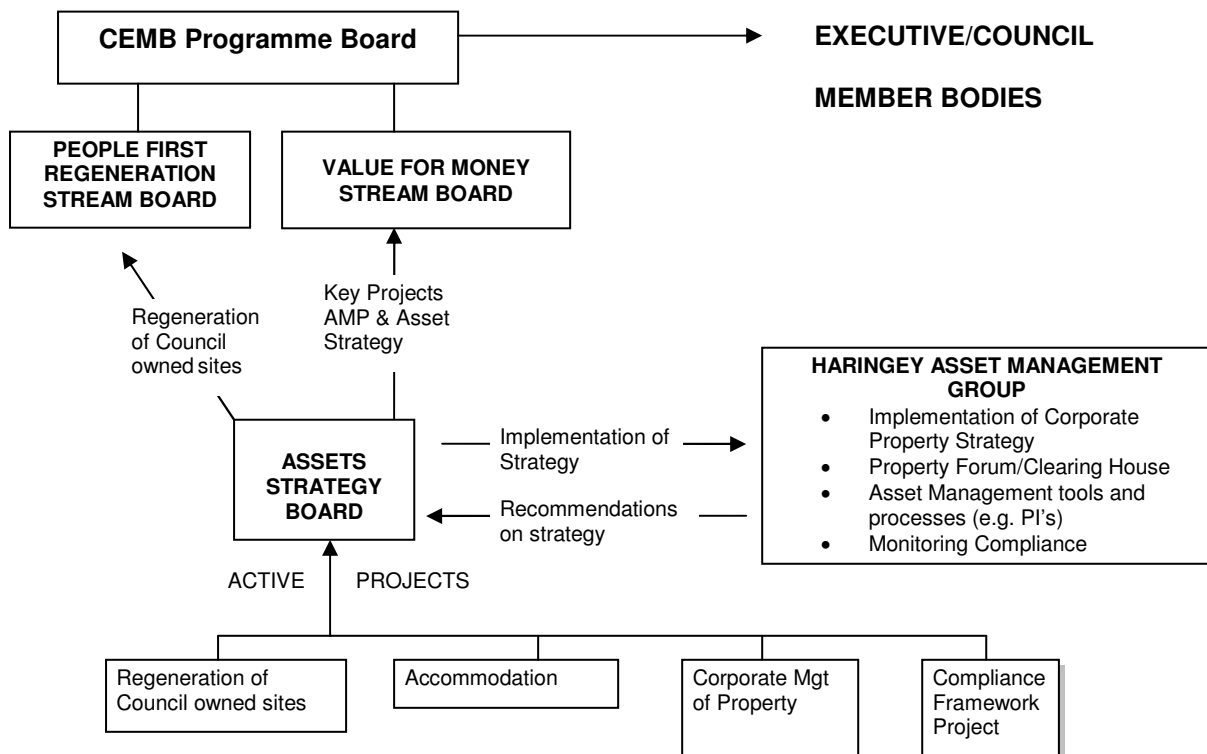
A3 Assets Strategy Board and Haringey Asset Management Group

These two bodies sit within the Value for Money Stream and deal separately with strategy/policy aspects of assets management and implementation at practical day to day level. The Assets Strategy Board is chaired by the Head of Corporate Property Services and membership of both bodies includes relevant representatives from each stakeholder department. This provides at both strategic and management levels, a forum for addressing asset management issues, service asset plans and needs and for co-ordinating and developing asset management across the Council.

Examples of the areas covered by each are:-

Assets Strategy Board	Haringey Asset Management Group
Policy and strategy development	Efficient property management
Needs assessment and planning	Statutory and regulatory compliance
Portfolio Reviews	Implementing and developing performance measurement and benchmarking
Promoting and embedding asset management principles across the Council	Clearing house for identifying unused/surplus property and matching if appropriate to unmet needs.
Co-ordination between departmental plans (e.g. Children and Young People Plan, Residential Care Strategy)	Consultation/feedback from building users. Information on local asset management issues and service needs

The reporting structure is as follows:-



ASSET MANAGEMENT PLAN ACTION PLAN 2006-2008

	Objective and actions	Deliverables & Outcomes	Milestones (if applicable)	By whom	Target Date(s)
1	Corporate Asset Management – ensure asset planning and decision making are aligned with the Council’s corporate objectives				
	Assist Service Heads to embed asset management within business plans, service reviews and strategic developments.	Annual Assessment	On going	Corporate Asset Manager	March 2007
	Advise Members and CEMB on the asset management implications and opportunities arising from the Corporate Business Plan.	AMP Review Report	On going	Corporate Asset Manager	March 2007
	Develop effective strategic asset management and a forward looking plan to support corporate objectives through the Assets Strategy Board.	AMP Review Report	On going	Head of Corporate Property	Review December 2006
	Develop effective corporate working through the Assets Strategy Board and Haringey Asset Management Group.	AMP Review Report	On going	Corporate Asset Manager	Review December 2006
2	Develop Corporate Landlord & Tenant model to support directorates in improving front line services, achieve improvements in asset performance and realise efficiency savings				
	Establish corporate service level agreement.	Service Standards Signed SLA	Annual	Corporate Landlord Manager	September 2006
	Transfer management responsibility and budgets for operational assets to Corporate Property Services.	Executive decision		Corporate Landlord Manager	September 2006
	Ensure that the council has identified all property compliance matters and established processes and actions to develop a risk management approach to ensure health, safety and other statutory compliance by the Council.	Risk Assessment & Action Plan		Corporate Landlord Manager	March 2007

	Objective and actions	Deliverables & Outcomes	Milestones (if applicable)	By whom	Target Date(s)
3	Measure Performance of Assets to drive up performance and challenge use.				
	Review the current asset management performance indicators and establish a framework for collecting and reporting key indicators aimed at improving the performance of assets			Business Manager	December 2006
	Explore options for extending access to the corporate property database to directorates to assist with asset management and preparation of a business case for investment			Business Manager	December 2006
4	Implement strategy to reduce maintenance backlog				
	Assess maintenance backlog for each building and portfolio on a five year rolling programme.	Analysis of condition and maintenance backlog by assets with summary for each portfolio. Evidence for budget bid	Annual review	Corporate Landlord Manager	July 2006
	Establish a maintenance strategy to include annual budget bids for planned maintenance, prioritised spending plans to achieve procurement efficiencies and asset rationalisation proposals to remove uneconomic buildings from the portfolio.	Strategy and plan Evidence for budget bid		Corporate Landlord Manager	July 2006
	Prepare and submit bids for capital and revenue budgets as part of the Budget Planning and Pre Business Plan cycle.	Evidence based budget bids resulting in new resources	Annual process	Corporate Landlord Manager Corporate Asset Manager	Sept 2006

	Objective and actions	Deliverables & Outcomes	Milestones (if applicable)	By whom	Target Date(s)
5	Challenge the use of assets				
	Carry out a strategic review of the Community Buildings portfolio to determine the policy framework and strategy for future use.	<ul style="list-style-type: none"> • Assessment of current condition and use • Gap analysis including an assessment of future needs based on corporate objectives 	Executive Report	Senior Development Surveyor	September 2006
	Carry out a strategic review of the Commercial portfolio to establish the current financial performance and determine the policy for future retention, development and improvement of use.	<ul style="list-style-type: none"> • Assessment of financial performance • Classification of each asset as to strategic objective for retention • Options appraisals 	Executive Report	Team Leader Commercial	February 2007
	Develop the existing Office Accommodation Strategy and extend its scope to further improve on use and deployment of accommodation across the wider portfolio.	<ul style="list-style-type: none"> • Development of flexible working and new office standards • Future needs and capacity assessment • Disposal of unsuitable buildings. 		Corporate Landlord Manager Head of Personnel	December 2006

	Objective and actions	Deliverables & Outcomes	Milestones (if applicable)	By whom	Target Date(s)
6	Promoting multi agency service integration				
	In conjunction with the Neighbourhood service facilitate area based reviews.			Corporate Asset Manager	June 2007
	Establish relationships with neighbouring authorities to identify opportunities for cross border service integration.			Corporate Asset Manager	May 2007
	Develop links with other community and voluntary sector organisations to consider opportunities for sharing accommodation and promote one stop shop for local public services.			Corporate Asset Manager	May 2007
7	Disposals & Development Programme				
	Liaise with the Head of Corporate Finance to establish medium term targets for disposals as part of the Financial Plan			Corporate Asset Manager	October 2006
	Agree annual disposals programme as part of the business planning and budget process.			Team Leader Valuations & Development	October 2006
	Identify potentially surplus assets for inclusion within the disposals programme.			Corporate Asset Manager	October 2006
	Lead and support the development and implementation of key sites as part of the Council's programme of regeneration projects.	Reports	Projects	Corporate Asset Manager	Ongoing

ASSET MANAGEMENT RESOURCES, TOOLS AND PROCESSES

A range of information, tools and processes support effective asset management, planning and use.

C1 External Sources

Best practice advice including:-

RICS Guidelines on Asset Management in Local Government.
Audit Commission report "Hot Property"

Membership of organisations such as IPF which promote asset management expertise and established groups consisting of property professionals (such as COPROP and ACES) which share information on key issues and promote best practice.

C2 Business Planning Process

The established Business Planning Process supplies information on service objectives, needs and priorities and current asset use which inform future asset planning.

C3 Prioritisation and Options Appraisal

Options appraisal is integral to the project management system referred to in Appendix A. Additionally, there are specific processes which are used in particular circumstances.

Capital Programme There is an established process for assessing and prioritising bids for capital programme funding, complemented by a post project review process.

Procurement

The Corporate Procurement Unit (CPU) has set up a Whole Life Value and Costing (WLC&V) Team to assess the best methodologies for undertaking options appraisals and once decided, how to build in sustainable outcomes including the disposal of assets at the end of their useful life.

Capital projects are now evaluated in a much more robust way than previously. Lowest price is no longer thought to demonstrate best value, and project and clients values are built into the initial project design. A systematic methodology, supported by senior management and communicated across the Council to all officers procuring capital projects, is to be established by the WLC & V Team.

Repair and Maintenance

The Council has an annual capital allocation for addressing urgent repair and maintenance. Additionally, respective plans and programmes for assessing and prioritising repair and maintenance of schools, housing stock and general buildings are in place or being developed.

Accommodation Planning

In conjunction with an earlier review of office accommodation, the Council established standards for allocation and usage of office space. These continue to be reviewed and developed in the light of changing patterns of working and models of best practice. Additionally a procedure for assessing bids for accommodation has been introduced which tests bids against corporate objectives and asset management principles.

C4 Value for Money, Performance Indicators and Benchmarking

Value for Money relies on appropriate measures of performance, founded on reliable data and management information. Performance Indicators are currently being revised to improve their relevance and usefulness to property managers whilst the introduction of Corporate Management of Property alongside a new database (see C5 below) will provide managers with more consistent and accurate information about their property related costs.

Existing performance indicators cover:-

- Proportion of premises with disabled access
- Ratio of planned vs. reactive repair and maintenance undertaken
- Usable receipts from disposals programme
- Volume and speed of letting vacant commercial units
- Office space occupied per employee

These will be revised to accommodate new indicators which have been developed by Chief Corporate Property Officers in Local Government (COPROP) and which are recognised by the ODPM and DfES. These new indicators will cover:-

- Building condition, maintenance backlog and profiled maintenance spend
- Environmental factors – energy and water costs/consumption and CO2 emissions.
- Programme of suitability surveys to assess how well assets contribute to corporate objectives
- Accessibility – as evidenced by access audits and accessibility plans

Additional performance indicators currently being developed by COPROP are likely to include:-

- Office space usage
- Property costs per m² and in proportion to overall budget
- Time and cost predictability in relation to construction projects

Once finalised and running on the PROMISe database (see below) year on year comparisons will also be possible as will benchmarking with other local authorities.

C5 Information Management Systems

The Property Services Information System (PROMISe) currently being introduced, will provide a central property database and reporting system. It will be used to deliver an integrated property management service across the Council's building portfolio, providing basic property data and also supporting commercial and facilities management systems. The database will provide reporting tools from which performance bench marks can be developed.

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LB Haringey – Capital Strategy 2006 – 2011**Content**

Section 1	Introduction, Aims & Objectives of the Strategy
Section 2	Timescale, Review & Update
Section 3	Financial Context
Section 4	Corporate Strategies & Policies
Section 5	Partnership Working
Section 6	Wider Strategic Context
Section 7	Framework for Setting the Capital Investment Programme
Section 8	Managing, Monitoring and Performance Measurement
Section 9	Achieving Corporate Priorities through Capital Investment – Past and Future Strategies

Annexes

Annexe A	Current Capital Programme (2006/07 – 2008/09)
Annexe B	Capital Resource Allocation Strategy
Annexe C	Capital Appraisal/Application Form
Annexe D	Self-assessment template
Annexe E	Investment Need

1 Introduction, Aims & Objectives of the Strategy

- 1.1 The Capital Strategy ('the Strategy') sets out strategic guidance on the Council's approach to capital investment. It provides clear objectives, priorities which are informed by overall Corporate and service objectives, as set out in the authority's corporate documents such as Community Strategy, Corporate Plan, Medium Term Financial Strategy, Corporate Asset Management Plan, Unitary Development Plan, Business Unit Plans and the agenda of the wider Haringey community as well as sub-regional and central government agendas.
- 1.2 The Strategy does not seek to be a detailed tool, rather it provides the policy framework around which day-to-day operational work of asset management planning can take place. It will seek to:
- Be the prime tool for forward capital investment planning and providing strategic direction
 - Ensure that the implications of investment or lack of investment in assets can be discussed and an appropriate procedure is in place for useful option appraisal

- Ensure that assets that the Council owns are used efficiently and effectively
- Show how investment in capital resources will contribute to achievement of service objectives

2 Timescale, Review and Update

- 2.1 The Strategy covers the 5 year period 2006/07 -2010/11 but will be reviewed annually to ensure it is kept fit for purpose. It is envisaged that the overall content and strategic thrust of the document will not radically change year on year, but it must respond to key policy or legislative changes whether internal or external which will need to be incorporated.

3 Financial Context (& Link to Medium Term Financial Strategy)

3.1 Medium Term Financial Strategy

The Council prepares a three-year budget, (which will change to a 4 year plan from next year), which is updated annually and forms the Medium Term Financial Strategy (MTFS). Budgeting over an extended period allows us to anticipate forthcoming opportunities, commitments and risks identified during business planning process as well as allowing us to move resources to address our priorities.

The MTFS is integral to the Council's overall business planning process and is developed with reference to a wide variety of policies and strategies, of which the capital strategy is a key one. The MTFS includes clear financial information about spending plans, debt levels and balance sheet asset values which set the context for this Strategy.

3.2 Asset Base

- 3.2.1 The majority of the estate has remained stable over the period covered by the last capital strategy however council dwellings and garages have continued to reduce as a direct consequence of on-going right to buy sales and administrative buildings have reduced in a planned way as a direct consequence of the accommodation strategy.

The current value of the fixed asset base including intangible assets such as software is £1.442bn; £1.075bn of which is housing assets and £0.368bn is other assets.

3.3 Sources of Funding for Capital Investment

- 3.3.1 The current approved capital programme for 2006/07 – 2008/09 is attached as Annexe A and provides full details of funding per scheme and by Directorate. Budgets are agreed for the year ahead with indicative funding shown for the following 2 years. Haringey is committed to working towards the production of 5 year capital budgets

which will better reflect the timeframes of much capital investment and will improve planning for future investment.

3.3.2 A summary of key funding streams by value and percentage is shown below, highlighting our dependency on external funding to support future investment. It also shows the impact on our capital programme of expected investment to fund the Building Schools for the Future programme and achieving Decent Home Standards included from 2007/08.

	2006/07 Budget		2007/08 Budget		2008/09 Budget		Total	
	£'000	%	£'000	%	£'000	%	£'000	%
Public / Private Sector Grants and Contributions	43,916	42%	99,760	56%	92,773	60%	236,449	54%
Central Government Supported Borrowing	39,394	37%	65,493	37%	54,355	35%	159,242	36%
LBH Funding	21,875	21%	12,257	7%	6,928	4%	41,060	9%
Total	105,185	100%	177,510	100%	154,056	100%	436,751	100%

3.3.3 Within the wider strategic context and issues set out in Section 6, it is possible that general central government support will begin to contract over the period of this strategy and that greater use may need to be made of other means, including unsupported borrowing, partnership working to lever in additional funds and challenge of the current use and requirement for existing assets to assess whether increased capital receipts can be generated from disposals.

3.4 Capital Receipts

3.4.1 Capital receipts available for re-investment in our capital programme have been achieving approximately £12m per annum over the past few years. Property Services monitor expected receipts from sale of general fund excess assets on a regular basis and currently assume reducing levels.

3.4.2 The following table provides details of realised receipts (including the non-pooled element of housing right to buy) since 2004/05 and estimated receipts to 2008/09.

Capital Receipts				
Actual		Estimates		
2004/05	2005/06	2006/07	2007/08	2008/09
£'000	£'000	£'000	£'000	£'000
10,000	10,500	11,838	7,000	6,000

3.5 Estimated Current Need and Investment Shortfall

3.5.1 Current estimated capital investment need over the 5 year period of this strategy is £757m with anticipated available resources of £642m. This leaves a shortfall of £116m. This strategy looks at ways of dealing with this shortfall and some of the detailed actions are discussed later in Section 9.

4 Corporate Strategies and Policy

4.1 Strategic Vision

Haringey and its partners work to clear and challenging strategies based on the needs and expectations of local communities, striking a balance between national and local priorities. The Community Strategy is at the heart of this and the challenging agenda is encapsulated in the corporate vision:

‘To improve the quality of life for everyone in the borough – putting people first, being bold in dealing with issues for the benefit of all.’

The Council’s corporate priorities that underpin the vision are:

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

Work is underway to develop a new Community Strategy in partnership with the local community. This will include local residents, local businesses, other public sector bodies such as the police, PCT and CONEL and voluntary sector groups.

It is expected that there will be a comprehensive consultation process attached to this work and a new document is not expected to be completed until April 2007. This strategy will be reviewed and updated as appropriate once published to incorporate any revisions.

4.1.2 Community Strategy and Corporate Plan

It is through these documents that clear lead is given to future direction and decisions on both revenue and capital investments. The

Community Strategy is a visionary document on what Haringey & its partners aspire to achieve over the longer term. It will consider the wider agendas of central and regional government such as increasing emphasis on local government as a 'place shaper' and conduit for neighbourhood empowerment as well as current debate over London governance and the interaction between the GLA and London boroughs.

The Council's **Corporate Plan** sits below the Community Strategy. Focusing clearly on the agreed priorities of the Strategy it provides medium term direction for Haringey's strategic and business planning at all levels (Corporate, through Directorate, Business Unit, teams to individuals) and clearly sets out targeted actions linked to improved performance and agreed outcomes within the constraints of limited resources. Any investment decision will be made based on how that spend will deliver sustainable improvements to service delivery in line with Haringey's agreed priorities and demonstrate value for money against cost, performance and perception measures. A revised Corporate Plan covering the period 2007-2010 will be produced for April 2007 in line with the Community Strategy timetable.

4.2 Local Plans and Policies

4.2.1 The **Community Strategy** and **Corporate Plan** are the prime strategic documents which provide an 'umbrella' for the council's strategic and business planning at every level. All other strategies and policy documents are linked to the two documents above. Section 9 of this Capital Strategy sets out how past and future capital investment has and will be used to achieve those agreed objectives. Other documents having particular impact on capital strategy and direction are outlined briefly below:

- the **Corporate Asset Management Plan (AMP)** which the Department for Communities and Local Government (DCLG) defines as 'the systematic preparation of plans to optimise the utilisation of assets in terms of service benefits and financial return'. The Corporate AMP is closely aligned to this Strategy which gives it strategic context around which to develop day to day plans. This in turn is influenced by other strategies or AMPs listed below:
- Haringey's Local Implementation Plan (LIP) which sets out local transport plans and programmes and how these contribute to achieving the priorities within the Mayor's transport strategy
- Highway Asset Management Plan
- Parks Asset Improvement Programme
- Residential Care Strategy
- Accommodation Strategy
- Homes for Haringey Asset Management Strategy
- Children's Service Asset Management Plan

4.2.2 Other key documents informing the medium to long term capital strategy are the Council's **Unitary Development Plan (UDP)** which is the Council's statutory plan relating to the development and use of land and buildings for the whole borough and provides strategic planning guidance. This impacts particularly on key sites development, regeneration and sustainability agenda and our Safer and Stronger Communities objective.

4.2.3 **Business Plans & Pre-Business Plan Reviews (PBPR's)**

The Council has a well developed framework of corporate planning set around the business planning process which sets out how the stated objectives of each business unit will support the achievement of corporate priorities, what additional resources they require to achieve these and how they intend to re-shape service delivery to produce efficiencies and demonstrate value for money.

Some of the issues considered are changes to statutory requirements, financial and legal constraints, effects of internal policy decisions and consultation with key stakeholders or partners. Following on from this analysis, each business unit highlights future resource requirements (revenue and capital) and the implications for their service objectives and outcomes.

To ensure that this corporate planning is effective and consistent, all bids for future investment are consolidated and reviewed in relation to the Council's overall aims and objectives. This strategy provides the framework for **capital investment** decision making (see section 7).

4.2.4 **Service/Efficiency Reviews and Scrutiny Reviews**

Both of these focus on specific areas of service provision and seek to challenge existing processes, highlight areas for improvement and propose alternatives which aim to contribute to achieving the Council's key objectives and deliver value for money. Capital investment proposals form part of the budget scrutiny process.

5 **Partnership Working**

5.1 The Council recognises that many of Haringey's problems and challenges cannot adequately be addressed by itself in isolation. For this reason high priority is given to working in partnership with other agencies both within Haringey's borders and in the wider London Community to bring about positive outcomes for residents and ensure that efforts are co-ordinated to ensure most efficient and effective use is made of available resources.

Some of the key partnerships that impact on and influence this strategy are discussed below.

5.1.1 **The Haringey Strategic Partnership (HSP)** – was created in April 2002 and aims to improve services for Haringey residents by joining up Haringey stakeholders such as the Metropolitan Police, Primary Care Trust, Local Businesses, CONEL, Middlesex University, Job Centre Plus as well as voluntary and community partnership groups HAVCO and HarCEN. The development of a Local Area Agreement (LAA) to begin in April 2007 will pull together a number of currently ring-fenced grants into a 'pool' which will be allocated to local priorities as agreed by the HSP. Some of this will be capital funding and will help meet the HSP priorities set out in the Community Strategy.

5.1.2 **The GLA** – the Mayor of London has developed the **London Plan** a spatial development strategy for Greater London. It is foremost a statutory planning framework to guide London's development over the coming decades but provides an integrated framework for all the strategies developed since the GLA was created and seeks to develop a coherent vision for London's future based on a practical response to the challenges facing London: accommodating population and economic growth in a sustainable way, ensuring benefits are shared as widely as possible and limiting adverse environmental impacts

Partnership is a key theme of the London Plan. London boroughs, business, voluntary and community sectors need to work in partnership to realise the vision of London as an exemplary sustainable world city.

The Mayor has responsibility for strategic planning, while the London boroughs are responsible for local planning and implementation. In tandem they prepare Sub-Regional Development Frameworks, which allow a more focused and manageable approach to setting and achieving targets to support overarching objectives. Haringey is part of the North London sub-region. Key priorities for this area are to identify new job and housing opportunities. The London Plan proposes that North London could accommodate 47,000 additional homes (6,800 within Haringey) and generate 26,000 new jobs by 2016. The GLA influences strategic regeneration and development in boroughs via the London Development Agency that provides funding towards agreed objectives.

5.1.3 **North London Strategic Alliance & the Upper Lee Valley Partnership** – the former brings together Haringey, Barnet, Enfield and Waltham Forest to develop solutions to social, economic and regeneration issues within the wider area. The latter creates an integrated approach to economic development via European and London Development Agency funded programmes. The key objectives are employment, business development and infrastructure investment on identified strategic sites.

5.1.4 **New Deal for Communities (NDC)** - is in the Bridge Neighbourhood in Tottenham and will attract £50m over its 10 year lifetime (2001/02 – 2010/11). Haringey is the accountable body, although annual programmes are agreed via the NDC board with approval by GoL. It is

estimated that £27m of capital investment will have been channelled into regenerating this area of Haringey by the end of the programme.

6 Wider Strategic Context

As explained in Section 3 above, the Strategy will be reviewed annually to ensure it remains up to date. This section sets out some of the forthcoming issues which may impact on the future direction of this document and comments on the effect of recent changes on this current capital strategy.

6.1 Forthcoming Issues

6.1.1 Comprehensive Spending Reviews (CSR)– Central Government spending reviews set firm and fixed three-year Departmental Expenditure Limits and, through Public Service Agreements (PSA), define the key improvements that the public can expect from these resources.

Successive Spending Reviews since 1997 have targeted significant increases in resources for the Government's priorities, matched by far-reaching reforms, and have set ambitious PSA targets for improvements in key public services: in education, health, transport and criminal justice.

Central Government are beginning work on the **CSR07**. A decade on from the first CSR, the 2007 CSR will represent a long-term and fundamental review of government expenditure. It will cover departmental allocations for 2008-09, 2009-10 and 2010-11, with allocations for 2007-08 held to the agreed figures already announced in the previous budget settlement. Key facets of the review that are likely to impact on Haringey's future Capital Strategy are:

- zero-based approach to capital budgeting (recognising that past expenditure does not provide a good indication of future needs)
- a more strategic approach to asset management and investment decisions, ensuring the UK is equipped with the infrastructure needed to support both public service delivery and the productivity and flexibility of the wider economy. There has been huge capital investment in recent years (capital spending has risen by 690% in real terms since 1997) and central government are now keen to take stock of what this investment has achieved (in terms of condition of asset stock and addressing backlogs) and assess if we are maximising value for money from the expanded asset base
- Local authorities to input into a national asset register
- Local authorities to decompose capital budgets to approximate 'steady state' baseline (the amount of capital expenditure required to maintain existing asset base)

The best assessment at this stage is that local authorities will see a reduction in capital investment support by central government departments over the period covered by this strategy.

6.1.2 **Lyons Review** - the scope of the review is extensive and is not due to report until the end of 2006. Areas of the review which impact on capital strategy are:

- Review of asset management practices including removing barriers to asset disposal (£30billion asset disposal target by 2010).

In practice, this agenda suggests central government is moving towards using the efficiency agenda to ensure full and efficient use is made of current assets with incentives to dispose of inefficient or excess assets. This fits well with the proposed CSR07 agenda of 'taking stock' of existing assets rather than increasing asset base.

6.2 Recent Changes

6.2.1 **Prudential Code** – an estimated £900m of prudential borrowing (also known as unsupported borrowing) was taken up by approximately 37% of local authorities in 2004/05. A further 13% planned to make use of this funding over the the 3 year period 2005/06 – 2007/08. The key message from this analysis is that it is seen as a useful additional tool in helping authorities to deliver their capital programmes.

Haringey's policy on using the new prudential borrowing powers has been to restrict it to schemes where there is no impact on council tax or housing rent levels and schemes such as 'invest to save' proposals or where option appraisal showed that it was more economic to buy via unsupported borrowing than lease. Refurbishment of council leisure centres and refreshing the council's IT infrastructure to support efficiencies and service delivery are the only examples of use of this power in Haringey to date. The challenge in the likely tightening of central government funding for capital projects will be to make full use of these powers in the achievement of corporate priorities whilst ensuring borrowing is prudent, affordable and sustainable.

6.2.2 **Gershon Efficiencies** - largely seen as revenue led, capital efficiencies within set guidelines can count towards our overall target of 2.5% of the 2004/05 baseline. Furthermore the efficiency agenda should be used to drive forward an ethos of value for money and efficiency in stewardship of public funds across all service areas, including capital expenditure. A key priority for Haringey in 2005/06 was to undertake a strategic review of construction with the aim of improving outcomes of construction projects and addressing whole life costing. The Council now has framework agreements in place for all types of construction and design work, which will enable us to work with agreed business partners who clearly understand our objectives and priorities and have signed up to supporting our achievement of value for money in future construction projects.

7 Framework for Setting the Capital Investment Programme

7.1 Allocation of Capital Investment Resources

7.1.1 Within the context of limited capital resources, the Council sets out clear principles to guide the allocation of future capital investment resources and state which forms of investment can be considered. The current approved capital resource allocation strategy, originally approved in July 2001, is attached as Annexe B.

7.2 Prioritisation of Capital Investment Projects

7.2.1 Working within the above principles surrounding funding capital investment, the authority has taken a view on the methodology for prioritising available corporate resources to proposed projects.

7.2.2 Haringey has developed a standard capital appraisal/application form which is circulated as part of the business planning process. Business units complete a form for all proposed capital projects within their service area which are then assessed and scored against the agreed weighted criteria to ensure consistency in investment decision making and allow confidence that selected projects are those which have greatest synergy with key Council priorities.

7.2.3 Essentially prioritisation factors within the proforma are driven by how the proposed scheme can contribute to the achievement of one or more key priorities whilst taking into consideration on-going commitments, legislative requirements, leverage in of additional resources, sustainability and deliverability issues and assessment of the whole life costing of the proposed investment.

7.2.4 The appraisal/application form is reviewed annually to ensure it remains up to date and fit for purpose. The current form is appended as Annexe C.

8 Managing, Monitoring and Performance Measurement

8.1 Managing and Monitoring the Capital Programme

8.1.1 The annual capital programme is agreed by Council in February each year and with indicative budgets for the following 2 years. Agreed budgets are then loaded onto SAP and profiled; this provides the key monitoring tool for spend throughout the year.

8.1.1 Monitoring of the capital programme is undertaken via the monthly budget monitoring process, which takes an integrated approach to both revenue and capital expenditure. It is through this process that likely over and under spends on capital projects are raised, discussed and decisions made on appropriate action to manage the situation.

- 8.1.2 Any in year additions to the capital programme are agreed via the virement process, as set out in the Council's Constitution. These are generally additional grants or contributions from outside bodies.
- 8.1.3 In 2004 the Council introduced a Project Management Framework which provides guidance and templates to support best practice in project development, scoping, management and closure of all types of scheme. Use of this framework should avoid some of the common causes of project failure (unclear objectives; poor planning, control and communication; resistance from staff and poor estimation of time or budget). It will also ensure there is a common approach to project management across the Council.

Following a report by the Audit Commission in 2005, new and more stringent project management arrangements have been introduced for the largest projects with more prescriptive budget reporting arrangements, a requirement for external challenge and new project assurance arrangements involving regular review by Internal Audit. The programme board structure has also been revised to reflect new arrangements. The project management highlight report is reported to the Council's Management Board and then to Executive on a monthly basis.

8.2 Performance Measurement

- 8.2.1 While the project management framework includes post completion assessment, the Council has implemented an annual self assessment review of the capital programme to provide Chief Officers with an analysis of the achievements and outputs of agreed capital investment both for completing and interim/on-going projects. This follows current good practice and will provide management information to inform future capital strategy and decision making and ensure that lessons are learnt and shared. It also links investment decision making to tangible improvements to performance and service delivery.
- 8.2.2 The annual assessment aims to review:
- Original budget vs. actual and explanation/understanding of variance
 - Comparison of actual outputs against planned outputs
 - Impact of investment on achievement of corporate objectives ie. improved performance indicators; improved condition; reduced insurance claims
 - Key learning points to inform future capital investment and project management
- 8.2.3 The current self-assessment template is appended as Annexe D.

8.3 Risk Management

8.3.1 Risk management is firmly embedded both in Haringey's business planning and its project management frameworks and prior to taking decisions on proposed capital investment risk is assessed in the following ways:

- Risk of not investing in proposed scheme eg. additional running costs; failure to meet statutory or legal obligations; inability to demonstrate value for money in overall financial management and strategy
- Deliverability of proposed projects eg. failure to lever in additional funding; capacity to manage the project within budget and timescale is not sufficient; original assumptions are flawed
- Ability to achieve stated objectives and tangible outcomes

8.3.2 Risk mitigation is achieved by:

- All capital investment proposals are required to have completed a risk assessment prior to submission. This includes a list of identified risks, probability of occurrence, impact on overall project if occurs and mitigating actions
- The approved project management framework provides clear guidance on managing projects and is designed to ensure risk is assessed and managed as far a possible
- The programme management structure for major projects provides additional challenge and scrutiny to larger projects

9 Achieving Corporate Priorities through Capital Investment – Past and Future Strategies

As stated in Section 1, this document seeks to provide the policy framework and direction for future capital investment in the context of limited resources and the need to provide value for money whilst maximising use of capital investment to achieve corporate and service objectives.

Sections 9.1 and 9.2 discuss the progress Haringey has made in addressing investment need and shortfall identified in the last Strategy while Section 9.3 picks up the investment shortfall identified in Section 3.6 and outlines proposals to manage this over the next 5 years and beyond.

9.1 Key Initiatives from the Previous Capital Strategy

The previous Capital Strategy highlighted initiatives in development to address investment shortfall at the time of approximately £183m in Council owned assets. These are listed below along with progress to date.

- 9.1.1 Creation of an **Arms Length Management Organisation** to address the backlog of investment in Council Housing. Homes for Haringey was created in April 2006 and aims to secure £228m central government funding to bring the existing Council stock up to Decent Homes Standard by the target date of 2010. This external funding is dependant on achieving a two star standard in the audit commission inspection in early 2007.
- 9.1.2 **Leisure externalisation** – despite protracted negotiations with external providers, a partnership failed to develop and Haringey opted to use Prudential Borrowing to source funding required to bring leisure centres to a suitable standard.
- 9.1.3 **Waste Management Externalisation** has been achieved through partnership with Accord.
- 9.1.4 **Residential Strategy** is now in it's final year. We have invested £5m in refurbishing older peoples' homes.
- 9.1.5 **Accommodation Strategy** – to move background, admin and technical staff into the Wood Green Centre Hub. This strategy sought to generate savings in running costs but also increase efficiencies in work practices and service delivery. This programme is well underway with the purchase of River Park House and will continue over the medium term.
- 9.2 **Other Capital Investment that has supported achievement of Corporate Priorities since the last Strategy**
- 9.2.1 **Achieving Excellent Services**
Customer Services – we have opened 4 customer service centres and developed our call centre supported by a Customer Relationship Management (CRM) system to support our objective of achieving 80% of all customer contact via Customer Services and 80% of all contacts are completed first time.

Embracing the **e-government** agenda by providing IT solutions to enhance services offered and support Haringey's on-going efficiency and SMART working agenda. Recent examples include electronic submission of planning applications; development of the e-payments service which has collected £3m since it was introduced and redevelopment of Haringey's website and intranet.

Complete '**refresh**' of the council's IT infrastructure to support on-going efficiency and improved processes.

9.2.2 Raising Educational Achievement

Building Schools for the Future Programme – which should lever in £165m of improvements and investment in secondary schools over 5 years.

£5.3m allocated for **120 extra primary school places** in the west of the borough; 10 early years children's centres to be established by 2006 and 18 by 2008.

£3m earmarked investment in a young people's Duke of Edinburgh award centre and **borough-wide youth centre**

9.2.3 Building Safer & Stronger Communities

1800 new **street lights** installed across the borough

£900k provided over 2005/06 & 2006/07 to improve Finsbury Park and Lordship Recreation Ground partly driven by perceived view within the community that these **open spaces** were unsafe.

£200k provided in 2005/06 to support **local road safety** improvement schemes.

9.2.4 Better Haringey

Creation of a new refuse and **recycling centre** in the west of the borough

£1.6m invested in 2005/06 in improvements to parks and open spaces resulting in increased user satisfaction with our **parks and open spaces** of 4% between 2004/05 and 2005/06.

£4m invested in 2005/6 in a range of **environmental renewal** on our estates – including improvements to lighting, door entry systems, waste and recycling facilities, landscape and outdoor play facilities.

Over £4m investment in **road resurfacing** between 2005/06 – 2007/08.

9.2.5 Putting People First

£5.5M LDA resources into **regeneration activity** in the Upper Lee Valley and the sub-region plus £1.8m for the regeneration of Tottenham High Road and key sites.

The 2004/06 Registered Social Landlord (RSL) development programme has provided 936 **new homes** for affordable renting and low cost home ownership. Our programme for 2006/08 will deliver 1,200 new homes.

Between 2001/02 and 2005/06 we have received £5.7m of NRF and £15.5m of SRB capital grant which has been invested to support **regeneration and economic development** strategies across the borough. In 2005/06 NDC funds were secured to develop a new Children's Centre (Plevna / Triangle) in Seven Sisters.

9.3 Key Initiatives for this Strategy 2006 – 2011

9.3.1 As stated in Section 3.5 investment in council assets of approximately £757m has been identified as a requirement over the next 5 years, with an anticipated shortfall in investment resource of £116m. Annexe E captures the current estimate of investment shortfall over the period of the Strategy across the 5 key objectives.

9.3.2 Some decisions have already been taken on how to address part of the need whilst some still needs to be addressed. Key issues are outlined below by key objective.

9.3.3 Achieving Excellent Services

Implementation of the **Corporate Management of Buildings** which by introducing a tenant-landlord relationship will clearly shift responsibility for asset management and maintenance from front line services to Property Services. This will allow front line services to concentrate on their core business while Property Services will add value to future investments by developing consistent standards for building and management use, cost effective and compliant buildings and a co-ordinated and prioritised programme of repair and maintenance. Recent condition surveys suggests additional investment will be required to manage a build up of backlog maintenance of approximately £3.5m but with a centralised planned approach, more effective use of investment will be achieved and added value can be generated through centralised procurement strategies.

On-going **Office Accommodation Strategy** – to ensure office portfolio is fit for purpose, supports modern working methods and provides efficient use of existing accommodation. This is a self financing project where disposal proceeds and running cost savings are ploughed back improving suitability, efficiency and effectiveness of our office accommodation estate.

9.3.4 Building Safer and Stronger Communities

Portfolio Reviews – of both **Community Buildings** and **Commercial Portfolios** are planned to ensure that assets are deployed and managed to best effect in line with Council's overall objectives and that surplus properties are released for alternative investment or use. This will also highlight outstanding health and safety liabilities the Council may have which will have to be managed in a planned way. This also fits well with the expected future Government proposals of rationalising existing asset base and extracting maximum value from previous investment (see Section 6.1).

9.3.5 **Better Haringey**

Comprehensive assessment of **Highways network including car parks**. Work is underway to appoint an external consultant to determine exact investment required to deliver upper quartile thresholds and improve the Highways AMP. The report and resultant gap analysis is due in early 2007. Consideration is being given to use of prudential borrowing to provide investment – possibly via reduced insurance premia or claims payouts and a reduction to annual reactive maintenance costs. Current estimates identify an investment gap of between £18m & £39m over the next 11 years.

Work is also underway to provide a more detailed assessment of the condition of our **open spaces**, to inform a longer term investment needs and priorities. Current estimates suggest a gap of around £8m over the next 5 years. The Council and its partners are currently piloting 'Groundwork' led activity, with the aim of establishing a longer term formal agreement, with a view to improving resident led environmental regeneration and attracting additional external investment.

9.3.6 **Putting People First**

Outcome of **Housing Needs Survey (April 2006)** which should identify estimates of future housing need, particularly for those unable to buy nor rent without the assistance of housing benefit. This will be informed by London wide considerations of need via The London Plan but currently Haringey is expected to provide 6800 new homes by 2016.

Bringing council housing stock to **Decent Homes Standard** by the target date of 2010. The creation of Homes for Haringey has allowed us access to the additional funding required to meet the target, assuming we obtain 2 star inspection rating.

All available housing grant will be directed towards the decent homes standard over the next 5 years, which means that **Housing Estate Environmental Improvements** work will not be funded and alternative sources will have to be sought, possibly through neighbourhood and regeneration partnership working.

Demand for **aids and adaptations** to both private and public sector housing stock is expected to remain fairly constant whilst previously available funding has reduced considerably contributing to the forecast funding shortfall over the next 5 years.

9.3.7 **Raising Educational Achievement**

Development of a strategy to address estimated backlog condition repair of £32.m across Haringey's **primary school estate** and professional review of existing **children's centres** and children's homes for suitability and condition neither of which are likely to attract

DfES capital funding but which are likely to need substantial capital investment over the medium term.

Whilst we have attracted considerable funding for our secondary and special schools via the **Building Schools for the Future** programme, sums currently expected do not match our assessment of need and there is an on-going shortfall of £45m.

9.4 Addressing Funding Shortfall

The strategies currently in place will not resolve all of the highlighted funding shortfall. The following are key initiatives that the Council needs to pursue in order to maximise its resource and ensure the gap is reduced:

- Maximise the potential of prudential borrowing
- Learn from other authorities' and solutions they have found in delivering services in alternative ways
- Ensure S106 investment is maximised and targeted at known investment need
- Challenge existing and proposed policy to ensure that all investment decisions offer sustainable solutions and can not be met by other means
- Challenge existing service provision and seek alternative means of providing it, particularly in terms of buildings used. Creative use of existing assets may enhance user satisfaction and suitability whilst enabling us to release surplus and unsuitable assets
- Ensure that proposed capital investment clearly addresses identified investment need
- Consider setting aside some resources to match fund external funding thus leveraging in additional funding

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Investment need - Council Assets

Investment Need 2006 - 2011	Service	Total Need (Backlog, renewals & Improvements) £'000	Resources anticipated £'000	Shortfall £'000
Raising Educational Achievement				
Secondary & Special schools	Childrens	230,247	185,247	45,000
Nursery, primary & junior schools	Childrens	78,567	46,567	32,000
Childrens Centres	Childrens	8,477	7,727	750
		317,291	239,541	77,750
Building Safer & Stronger Communities				
Community Portfolio	Finance/CES	1,202	0	1,202
New deal for communities	Finance/CES	11,121	11,121	0
Neighbourhoods (incl. NRF)	Finance/CES	7,652	7,652	0
		19,975	18,773	1,202
Better Haringey				
Streetscene	Environment	51,683	31,683	20,000
Parks & Leisure	Environment	12,185	6,185	6,000
		63,868	37,868	26,000
Achieving Excellent Services				
IT Programme	Finance/CES	13,250	13,250	0
Accommodation Strategy	Finance/CES	11,319	11,319	0
Corporate Management of Property	Finance/CES	3,510	400	3,110
Commercial Portfolio	Finance/CES	1,000	0	1,000
		29,079	24,969	4,110
Putting People First				
Social Services incl. Private sector aids & adaptations	Social Services	11,885	7,462	4,423
Public sector aids & adaptations	Homes for Haringey	3,622	3,600	22
LAMS	Finance/CES	1,200	1,200	0
Decent Homes Standard	Homes for Haringey	308,000	308,000	0
Housing Estate Environmental Improvements	Homes for Haringey	2,500	0	2,500
		327,207	320,262	6,945
Programme total		757,420	641,413	116,007

Analysis of shortfall	
	Council assets
Shortfall (as above)	116,007
Potential Initiatives to address shortfall	
Highways prudential borrowing	5,000
Building Schools for the Future - further bidding	45,000
Partnership working around Open Spaces to lever in external funding	2,000
Shortfall potentially resolved	52,000
Gap to resolve	64,007

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**Financial Year 2005/06 Capital Programme Expenditure –
Interim And Post Capital Project Evaluation Self-Assessment Report
Template**

IMPORTANT: Deadline for completion Friday 23 June 2006

Please can the Capital Project Manager complete this report in as much detail as possible, on receipt of this pro-forma, the contents of which are for the attention of **Value for Money Stream Board**. The aim being to scrutinise 2005/06 capital programme expenditure for the outcomes achieved. The contents of your **self-assessment submission** may be subject to Audit review.

Thank you for your co-operation in completing and returning this form.

(Please click relevant boxes below)

Interim Capital Project Review (To Continue In 2006/07) Yes No

Post Capital Project Review (Finished In 2005/06) Yes No

No.	Description	Please complete (all sections) for either interim or post projects
1.0	Project / Scheme Name	Refer to attached spreadsheet
2.0	Project Manager & Tel No.	
3.0	SAP Programme Number or single Internal Order Number (hierarchy level of budget shown on SAP)	Please state the SAP Programme Number, to allow cross-referencing and reconciliation to the budget on SAP. In some cases there is a single SAP internal order number, which can be stated here.
4.0	Original Project Start Date	May have started before 2005/06, state date
5.0	Actual Project Completion Date	State future date if appropriate
6.0	Detailed Original Objectives	
7.0	Performance Measures	For example, BVPI 96 Condition of Principal Roads
8.0	Key Performance Targets At Start Of Project	Please state original key performance targets set at start of project. For example, reduction in percentage length of roads that have exceeded the point that the structural repairs of surface must be considered.
9.0	Actual Performance At Close Of Project	Please state actual performance obtained at close of project. For example, reduction from 10.25% to 8.28%.
10.0	Please state:	Include any significant outputs and outcomes such as: new construction or equipment installed to schedule; achievement of financial outturn; or meeting quality standards or achievement of envisaged timescales etc. For example, 1.5K of principal roads resurfaced; improved road safety and good quality riding surface.
10.1	• Major Activities Completed in 2005/06 (Output / Outcomes / Benefits)	
10.2	• Key Achievements in 2005/06	
11.0	Has the project spend provided value for money (economy, efficiency, & effectiveness)? Give key examples of VFM, efficiency savings achieved etc. (Did any project slippage impact on VFM? Improvements in VFM?)	Provide a fully comprehensive statement.
12.0	Key Learning Points From The	Provide a fully comprehensive statement.

**Financial Year 2005/06 Capital Programme Expenditure –
Interim And Post Capital Project Evaluation Self-Assessment Report
Template**

No.	Description	Please complete (all sections) for either interim or post projects
	Project	

Please continue overleaf as necessary >

Capital Programme Application Form

Form Reference Number	
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**This form must be completed for each capital investment proposal included in the 2006/07 'Pre-Business Plan Review' submission.
Form compilers must refer to Explanatory and Guidance Notes before completing this form.**

Box 1 and Box 2 should be completed by Corporate Finance. Form compilers should not fill in these boxes.

Box 1			Box 2	
Score Card	Total Score	Max Score	Recommendations @ February 2006	Tick
Section A - General Information		10	'Approved In Full'	
Section B - Objectives and Strategy		10	'Approved in Part'	
Total Score		20	'Rejected'	

This form is split into three sections: -

- Section A - General Information
- Section B - Objectives and Strategy
- Section C - Resources 'Continuing' and 'New' investment proposals.

Section A - General Information

1.0	General	
1.1	Directorate and Department	
1.2	Business Unit and Business Unit Manager	
1.3	Project Manager (Name)	
1.4	Telephone Number	

2.0	Description Of Investment Proposal	
2.1	Project title	
2.2	Please provide a brief description of the investment proposal	

3.0	Status Of Investment Proposal	Continuing (start in 2005/06)	New (start in 2006/07)
3.1	Is the proposal a 'Continuing' or 'New' investment proposal <i>Please tick as appropriate</i>		
3.2	Start date of project		
3.3	Completion date of project		

Capital Programme Application Form

4.0 Prioritisation		Please Tick ✓	Points allocated by Corporate Finance	
	How will the Proposal meet the following criteria? <i>Please tick those applicable</i>		Total Score	Max Score
4.1	Has a Project Plan been prepared for this proposal? (E.g. Project Initiation Document). <i>Please state and give evidence.</i>			1
4.2	Has the proposal been contractually committed? (E.g. Signed Contractors Contract). <i>Please state and give evidence.</i>			1
4.3	Is there a mandatory/statutory/legal obligation to provide service? (E.g. Improving housing stock - 2011 Decent Homes). <i>Please state and give evidence.</i>			1
4.4	Will the proposal attract external funding of 50% or more? (E.g. ERDF approval letter 11.10.04, funding 50% of capital cost). <i>Please state type of external grant and % of grant funding.</i>			2
4.5	Can the proposal be considered as a 'Spend to Save' scheme? If yes, will proposal generate income more than 10% of capital cost? (E.g. Additional Parking Fee generate income @ 30% of capital cost). <i>Please state Type of income, and the level of income generated.</i> <i>Please state the 'expected life' of the asset.</i>			3
4.6	If the proposal is bidding for 'Corporate Resources', what alternative funding options have been considered? (E.g. ODPM letter stating External funding Rejected with reason). <i>Please state and give reason why option not be feasible.</i>			1
4.7	Has there been any consultation? (E.g. Community groups, partners). If yes, please state groups and outcome.			1
Total Score				10

Points will only be allocated if the appropriate evidence is supplied. Evidence should be emailed as an attachment with the returned forms.

Capital Programme Application Form
Section B - Objectives and Strategy

5.0	Links To Five Community Strategy Plan Objectives (For further detail refer to Community Strategy Plan) <i>Please tick those applicable</i>	Please Tick ✓	Points allocated by Corporate Finance	
			Total Score	Max Score
5.1	Improve services. <i>Please explain</i>			1
5.2	Narrow the gap between east and west. <i>Please explain</i>			1
5.3	Create safer communities. <i>Please explain</i>			1
5.4	Improve environment. <i>Please explain</i>			1
5.5	Raise achievement in education and create opportunities for lifelong success. <i>Please explain</i>			1
Total Score				5

6.0	Links To Five Asset Management Plan (AMP) Objectives (For further detail refer to 2005 A.M.P from Property Services) <i>Please tick those applicable</i>	Please Tick ✓	Points allocated by Corporate Finance	
			Total Score	Max Score
6.1	Shared premises, partnership working. <i>Please explain</i>			1
6.2	Improved utilisation of premises. <i>Please explain</i>			1
6.3	Improved 'value for money', cost effectiveness, sustainability. <i>Please explain</i>			1
6.4	Improved asset condition, suitability, sufficiency. <i>Please explain</i>			1
6.5	Contribute to overall property strategies relating to office accommodation strategy and co-ordinated management of property assets. <i>Please explain</i>			1
Total Score				5

Capital Programme Application Form

7.0	Key Milestone(S)		
7.1	Please identify and list key milestones relevant to each financial year. <i>Please list key milestones for each financial year and state how these will be demonstrated. (Success of this will be evaluated for each financial year E.g. Stake-holder agreement signed)</i>		
	Description of key milestone	Financial Year	How will you demonstrate/evidence achievement of the milestone(s)/output?
		2005/06	
		2006/07	
		2007/08	
		2008/09	
		Beyond	

8.0	Delivery Of Intended Outcomes/Targets/Benefits		
8.1	What are the intended outcomes/targets/benefits of the capital investment? Performance measures?		
8.2	Please identify key outcomes/targets/benefits of the investment proposal. <i>(Success towards achieving these outcomes will be evaluated at the end of the year)</i>		
	Key Outcomes/Targets/Benefits	Measure	Timeframe

9.0	Risk Management			
9.1	Please identify all key risk factors that may have a significant impact on the capital investment proposal.			
	Risk Identified <i>Such as risk to :-</i>	Probability of risk occurring <i>(insert either high, or medium, or low risk)</i>	Impact of risk on proposal <i>(insert either high, or medium, or low risk)</i>	How will the risk be mitigated? Who is the delegated/responsible officer for the risk?
9.2	Scheme/Programme (E.g. Start date, slippage)			
9.3	Costs Certainty			
9.4	Securing External Funding			
9.5	Achieving Key Milestones			
9.6	Achieving Key Outcomes			
9.7	External Factors			
9.8	Describe any other potential risks associated with the successful delivery of the investment proposal.			

10.0	Further Considerations/Comments		
10.1	Please give any further comments you may have to support your application. (E.g. proposal meets other Council-wide priority / strategy or service plans – to increase CPA rating). <i>Please explain</i>		

Capital Programme Application Form

Section C - Resources : 'Continuing' And 'New' Investment Proposals

Is This A 'Continuing' Investment Proposal (Project continuing from 2005/06)?

Please indicate or tick ✓ in the correct box Yes No

Is This A 'New' Investment Proposal (Project to commence in 2006/07 onwards)?

Please indicate or tick ✓ in the correct box Yes No

Working papers and supporting documents relating to the figures in this section must be made available on request. These should be kept locally by the service finance departments. **Please give a named contact in Finance where working papers and supporting documents are retained.**

Full Name	please type here.....	Telephone No.	
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(Guide: Double click in the embedded Excel table 11.0 below to enter figures in cells. Note all figures are positive unless stated otherwise. Click outside table when completed, to return to Word)>>

11.0	Financial Implications					
Cost of the Capital Investment	Approved 2005/06 £000	Estimated 2006/07 £000	Estimated 2007/08 £000	Estimated 2008/09 £000	Total £000	
11.1	Capital Cost					0
	Revenue Implications to Capital Investment					
11.2	Additional Revenue Costs (please state a positive figure)					0
11.2.1	Please state Type of Revenue Cost (E.g. Staff salaries, maintenance costs)	please type here.....				
11.3	Revenue Savings (please state a negative figure)					0
11.3.1	Please state Type of Revenue Savings (E.g Reduced rental costs)	please type here.....				
11.4	Generated Income (please state a negative figure)					0
11.4.1	Please state Type of Generated Income (E.g. Fees and charges)	please type here.....				
11.5	Net Revenue Implications	0	0	0	0	0

12.0	Funding Sources					
How will the investment be funded?	Approved 2005/06 £000	Estimated 2006/07 £000	Estimated 2007/08 £000	Estimated 2008/09 £000	Total £000	
12.1	External Government Grant					0
12.1.1	Please state Type of Grant (E.g Single Regeneration Budget)	please type here.....				
12.2	Private and Public Contribution					0
12.2.1	Please state Type of Contribution (E.g Heritage Lottery Fund, Transport for London etc.)	please type here.....				
12.3	Corporate Resources/Capital Receipts					0
12.4	Supported Capital Expenditure (SCE R)					0
12.5	Supported Capital Expenditure (SCE C)					0
12.6	Unsupported Borrowing					0
12.7	Revenue Contribution to Capital Outlay					0
12.8	Section 106 (Planning Agreement)					0
12.9	Other (Please specify otype this cell)					0
12.10	Total Funding Must equal Total Capital Cost (Box 11.1 above)	5	0	0	0	0

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London Borough of Haringey

Capital resource allocation strategy

Following the introduction of the prudential regime in April 2004, councils have had greater flexibility regarding capital expenditure. The removal of controls on the levels of borrowing was helpful in terms of flexibility and local autonomy, but that the key determinant is the affordability, which is still effectively controlled by government. Allocations of revenue support for capital expenditure are still be made by individual government departments.

In the light of this strategic context, the following resource allocation policy was adopted by Executive on 21 October 2003:

- *that the framework for determining the Council's priorities, and therefore resource allocation, will remain the Community Strategy, given effect in the Council's plans via the business planning process;*
- *that housing and education will be allocated their (revenue support derived) borrowing limits and ring-fenced grants;*
- *that other services are allocated their ring-fenced grants;*
- *that all other (revenue support derived) borrowing limits and grants are allocated through the business planning process and the corporate project appraisal framework;*
- *that PFI is retained as an option for delivering capital investment;*
- *that unsupported borrowing should be considered for 'invest to save' proposals;*
- *that capital receipts are managed corporately and applied in accordance with the business planning process;*
- *that best consideration will be sought for all disposals, except in the case of agreed discounting to social housing providers;*
- *that the spending power derived from capital receipts is maximised through the use of the offsetting provisions for pooled (non-right to buy) housing receipts.*

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Capital Programme 2006/07 to 2008/09

Annexe A

Capital Programme 2006/07 to 2008/09					Total Funding Source (3 years)									
Ref. No.	Name of Capital Scheme	Approved Budget 2006/07 £'000	Indicative Budget 2007/08 £'000	Indicative Budget 2008/09 £'000	Total £'000	Capital Grants £'000	Capital Funding From GLA Bodies £'000	Use Of Capital Receipts £'000	Financing From HRA £'000	Financing From Major Repairs Reserve (MRR) £'000	Financing From General Fund Revenue Account £'000	SCE (R) Single Capital Pot £'000	SCE (R) Separate Programme Element £'000	Other Borrowing & Credit Arrangements Not Supported By Central Government £'000
Environment														
1	Principal Road Renewal & Maintenance	695	700	700	2,095	0	2,095	0	0	0	0	0	0	0
2	Bridge Assessment & Strengthening	61	350	350	761	0	761	0	0	0	0	0	0	0
3	Local Safety Schemes	775	600	600	1,975	0	1,975	0	0	0	0	0	0	0
4	20mph Zones	250	275	275	800	0	800	0	0	0	0	0	0	0
5	Education, Training & Publicity Schemes	40	40	40	120	0	120	0	0	0	0	0	0	0
6	Walking	20	50	50	120	0	120	0	0	0	0	0	0	0
7	Cycling Non LCN+	80	150	150	380	0	380	0	0	0	0	0	0	0
8	Cycling LCN+	282	325	325	932	0	932	0	0	0	0	0	0	0
9	Bus Stop Accessibility	266	275	275	816	0	816	0	0	0	0	0	0	0
10	Bus Priority	271	275	275	821	0	821	0	0	0	0	0	0	0
11	Town Centres	50	50	50	150	0	150	0	0	0	0	0	0	0
12	Streets-for-People	100	200	200	500	0	500	0	0	0	0	0	0	0
13	School Travel Plans	393	75	75	543	0	543	0	0	0	0	0	0	0
14	Travel Awareness	25	25	25	75	0	75	0	0	0	0	0	0	0
15	Controlled Parking Zones	60	50	50	160	0	160	0	0	0	0	0	0	0
16	Local Area Accessibility	40	50	50	140	0	140	0	0	0	0	0	0	0
17	Leisure Centres	715	423	452	1,590	0	0	0	0	0	0	0	0	1,590
18	Homsey Public Mortuary	200	700	0	900	900	0	0	0	0	0	0	0	0
19	Reclaiming Lordship Recreation Ground	2,265	1,430	0	3,695	2,845	480	320	0	0	50	0	0	0
20	Parks & Open Infrastructure Improvement	300	300	300	900	0	0	900	0	0	0	0	0	0
21	Street Lighting Renewal/ Safety Replacement Programme	1,000	1,000	1,000	3,000	0	0	3,000	0	0	0	0	0	0
22	Borough Roads, Highways Resurfacing & Street Furniture	1,575	1,575	1,575	4,725	0	0	4,725	0	0	0	0	0	0
23	Road Safety Improvement	200	200	200	600	0	0	600	0	0	0	0	0	0
24	Parking Improvements and Controlled Parking Zones	1,024	647	594	2,265	0	0	1,368	0	0	897	0	0	0
25	Recycling Green & Organic Waste Collection Rounds	300	0	0	300	0	0	300	0	0	0	0	0	0
Total Environment		10,987	9,765	7,611	28,363	3,745	10,868	11,213	0	0	947	0	0	1,590
Adult's Social Services														
26	Modernise Residential Care	2,500	0	0	2,500	0	0	2,500	0	0	0	0	0	0
27	Adults and Mental Health General Improvement Programme	250	250	250	750	0	0	0	0	0	0	314	436	0
28	eCARE Phase 2 (ICS & IMG)	1,180	317	0	1,497	602	0	60	0	0	757	78	0	0
29	Aids & Adaptations	1,793	103	103	1,999	0	0	206	0	0	1,793	0	0	0
Total Adult's Social Services		5,723	670	353	6,746	602	0	2,766	0	0	2,550	392	436	0
Chief Executive's														
30	Urban Centres For City Growth (Tottenham High Road)	4,191	0	0	4,191	3,793	358	0	0	0	40	0	0	0
31	Bruce Grove Improvement Scheme	877	282	492	1,651	1,534	0	100	0	0	17	0	0	0
32	Libraries Stockfund Support	300	300	300	900	0	0	900	0	0	0	0	0	0
33	Libraries Improvements	100	100	100	300	0	0	300	0	0	0	0	0	0
34	IT Capital Programme	3,000	2,750	2,500	8,250	88	0	7,981	0	0	0	181	0	0
35	Homsey Library Building	400	0	0	400	0	0	301	0	0	99	0	0	0

Capital Programme 2006/07 to 2008/09

Annexe A

Capital Programme 2006/07 to 2008/09					Total Funding Source (3 years)									
Ref. No.	Name of Capital Scheme	Approved Budget 2006/07 £'000	Indicative Budget 2007/08 £'000	Indicative Budget 2008/09 £'000	Total £'000	Capital Grants £'000	Capital Funding From GLA Bodies £'000	Use Of Capital Receipts £'000	Financing From HRA £'000	Financing From Major Repairs Reserve (MRR) £'000	Financing From General Fund Revenue Account £'000	SCE (R) Single Capital Pot £'000	SCE (R) Separate Programme Element £'000	Other Borrowing & Credit Arrangements Not Supported By Central Government £'000
	Total Chief Executive's	8,868	3,432	3,392	15,692	5,415	358	9,582	0	0	156	181	0	0
	Finance													
36	Alexandra Palace	200	0	0	200	0	0	200	0	0	0	0	0	0
37	Accommodation Strategy Projects	3,819	0	0	3,819	0	0	0	0	0	3,819	0	0	0
	Total Finance	4,019	0	0	4,019	0	0	200	0	0	3,819	0	0	0
	Children's Services													
38	Devolved Capital	2,040	2,808	2,808	7,656	7,656	0	0	0	0	0	0	0	0
39	BLF P.E. and Sports	281	0	0	281	281	0	0	0	0	0	0	0	0
40	Repairs & Maintenance	400	400	0	800	0	0	0	0	0	0	800	0	0
41	Primary Amalgamations	550	25	0	575	25	0	0	0	0	144	406	0	0
42	Technical Support	125	100	0	225	0	0	0	0	0	0	225	0	0
43	Broadband	345	0	0	345	345	0	0	0	0	0	0	0	0
44	E-Learning Credits	305	0	0	305	305	0	0	0	0	0	0	0	0
45	Planned M&E Replacement	572	654	0	1,226	0	0	0	0	0	0	1,226	0	0
46	Modernisation: Secondary	75	70	0	145	145	0	0	0	0	0	0	0	0
47	Modernisation: Primary	1,151	411	1,019	2,581	1,773	0	0	0	0	0	808	0	0
48	Kitchen Health and Safety	131	47	0	178	0	0	0	0	0	0	178	0	0
49	Access Initiative	170	170	170	510	0	0	0	0	0	0	510	0	0
50	Commitments incl. Tiverton and Mosell	120	130	739	989	0	0	0	0	0	0	989	0	0
51	Coldfall	2,500	800	50	3,350	176	0	0	0	0	0	3,174	0	0
52	Tetherdown	3,160	2,100	50	5,310	883	0	0	0	0	0	4,427	0	0
53	Primary Place Planning & Dev Costs	50	0	0	50	0	0	0	0	0	0	50	0	0
54	TUC	1,250	3,550	550	5,350	0	0	0	0	0	1,463	3,887	0	0
55	TCF: Broadwater Farm	1,000	4,000	7	5,007	0	0	0	0	0	5,000	7	0	0
56	Youth & Nursery	5	0	0	5	0	0	0	0	0	0	5	0	0
57	Youth Capital Fund	121	121	0	242	242	0	0	0	0	0	0	0	0
58	Children's Centres (Sure Start)	2,698	2,484	0	5,182	5,182	0	0	0	0	0	0	0	0
59	Rokesly I, II, & Phase III	1,418	49	0	1,467	0	0	0	0	0	1,467	0	0	0
60	BSF: Building Schools for the Future	17,500	46,550	45,297	109,347	0	0	0	0	0	0	109,347	0	0
61	6th Form Centre: Construction	16,507	6,532	448	23,487	10,000	0	0	0	0	0	13,487	0	0
62	Haslemere Disabled Children's Home	30	0	0	30	0	0	30	0	0	0	0	0	0
63	NDC: New Deal For Communities	2,427	88	0	2,515	2,515	0	0	0	0	0	0	0	0
64	Targeted Capital Fund	0	0	8	8	0	0	0	0	0	0	8	0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0
	Total Children's Services	54,931	71,089	51,146	177,166	29,528	0	30	0	0	8,074	139,534	0	0

Capital Programme 2006/07 to 2008/09

Annexe A

Capital Programme 2006/07 to 2008/09					Total Funding Source (3 years)									
Ref. No.	Name of Capital Scheme	Approved Budget 2006/07 £'000	Indicative Budget 2007/08 £'000	Indicative Budget 2008/09 £'000	Total £'000	Capital Grants £'000	Capital Funding From GLA Bodies £'000	Use Of Capital Receipts £'000	Financing From HRA £'000	Financing From Major Repairs Reserve (MRR) £'000	Financing From General Fund Revenue Account £'000	SCE (R) Single Capital Pot £'000	SCE (R) Separate Programme Element £'000	Other Borrowing & Credit Arrangements Not Supported By Central Government £'000
Housing														
Housing Revenue Account														
65	H215 Boiler Replacement	1,800	1,800	1,800	5,400	0	0	0	0	0	0	0	5,400	0
66	H216 Capitalised Repairs	4,739	4,739	4,739	14,217	0	0	0	918	0	0	0	13,299	0
67	H214 Energy Conservation	300	300	300	900	0	0	0	900	0	0	0	0	0
68	H207 Estate Improvement Programme	600	600	600	1,800	0	0	0	1,800	0	0	0	0	0
69	H212 Extensive Void Works, including VUN's	1,000	1,000	1,000	3,000	0	0	0	3,000	0	0	0	0	0
70	H209 Internal Modernisation Programme	15	15	15	45	0	0	0	45	0	0	0	0	0
71	H218 Lift Improvement	500	500	500	1,500	0	0	0	1,500	0	0	0	0	0
72	H210 Planned Maintenance	3,179	3,179	3,179	9,537	0	0	0	9,537	0	0	0	0	0
73	H10302 Rewiring	583	583	583	1,749	0	0	0	1,749	0	0	0	0	0
74	H211 Structural Works	583	583	583	1,749	0	0	0	1,749	0	0	0	0	0
75	H223 Water Pressure	500	500	500	1,500	0	0	0	1,500	0	0	0	0	0
76	H200 Emergency Works	250	250	250	750	0	0	0	750	0	0	0	0	0
77	Exceptions	500	500	500	1,500	0	0	0	1,500	0	0	0	0	0
78	H210 External Decorations	3,545	3,545	3,545	10,635	0	0	0	10,635	0	0	0	0	0
79	ALMO Decent Homes (*)	0	72,660	72,660	145,320	0	0	0	0	0	0	0	0	145,320
Sub Total HRA		18,094	90,754	90,754	199,602	0	0	0	35,583	0	0	0	18,699	145,320
Non Housing Revenue Account														
80	Private Sector Decent Homes - vulnerable people (*)	1,000	1,000	0	2,000	2,000	0	0	0	0	0	0	0	0
81	Suffolk Road	763	0	0	763	0	0	0	0	0	763	0	0	0
82	Disabled Facilities Grant (*)	800	800	800	2,400	1,440	0	960	0	0	0	0	0	0
Schemes marked (*) are estimates. Funding TBC														
Sub Total Non-HRA		2,563	1,800	800	5,163	3,440	0	960	0	0	763	0	0	0
Total Housing		20,657	92,554	91,554	204,765	3,440	0	960	35,583	0	763	0	18,699	145,320
Total Capital Programme		105,185	177,510	154,056	436,751	42,730	11,226	24,751	35,583	0	16,309	140,107	19,135	146,910

Capital Programme 2006/07 to 2008/09		
Ref. No.	Name of Capital Scheme	Total £'000
Environment		
1	Principal Road Renewal & Maintenance	2,095
2	Bridge Assessment & Strengthening	761
3	Local Safety Schemes	1,975
4	20mph Zones	800
5	Education, Training & Publicity Schemes	120
6	Walking	120
7	Cycling Non LCN+	380
8	Cycling LCN+	932
9	Bus Stop Accessibility	816
10	Bus Priority	821
11	Town Centres	150
12	Streets-for-People	500
13	School Travel Plans	543
14	Travel Awareness	75
15	Controlled Parking Zones	160
16	Local Area Accessibility	140
17	Leisure Centres	1,590
18	Homsey Public Mortuary	900
19	Reclaiming Lordship Recreation Ground	3,695
20	Parks & Open Infrastructure Improvement	900
21	Street Lighting Renewal/ Safety Replacement Programme	3,000
22	Borough Roads, Highways Resurfacing & Street Furniture	4,725
23	Road Safety Improvement	600
24	Parking Improvements and Controlled Parking Zones	2,265
25	Recycling Green & Organic Waste Collection Rounds	300
Total Environment		28,363
Adult's Social Services		
26	Modernise Residential Care	2,500
27	Adults and Mental Health General Improvement Programme	750
28	eCARE Phase 2 (ICS & IMG)	1,497
29	Aids & Adaptations	1,999
Total Adult's Social Services		6,746
Chief Executive's		
30	Urban Centres For City Growth (Tottenham High Road)	4,191
31	Bruce Grove Improvement Scheme	1,651
32	Libraries Stockfund Support	900
33	Libraries Improvements	300
34	IT Capital Programme	8,250
35	Homsey Library Building	400

Capital Programme 2006/07 to 2008/09		
Ref. No.	Name of Capital Scheme	Total £'000
Total Chief Executive's		15,692
Finance		
36	Alexandra Palace	200
37	Accommodation Strategy Projects	3,819
Total Finance		4,019
Children's Services		
38	Devolved Capital	7,656
39	BLF P.E. and Sports	281
40	Repairs & Maintenance	800
41	Primary Amalgamations	575
42	Technical Support	225
43	Broadband	345
44	E-Learning Credits	305
45	Planned M&E Replacement	1,226
46	Modernisation: Secondary	145
47	Modernisation: Primary	2,581
48	Kitchen Health and Safety	178
49	Access Initiative	510
50	Commitments incl. Tiverton and Mosell	989
51	Coldfall	3,350
52	Tetherdown	5,310
53	Primary Place Planning & Dev Costs	50
54	TUC	5,350
55	TCF: Broadwater Farm	5,007
56	Youth & Nursery	5
57	Youth Capital Fund	242
58	Children's Centres (Sure Start)	5,182
59	Rokesly I, II, & Phase III	1,467
60	BSF: Building Schools for the Future	109,347
61	6th Form Centre: Construction	23,487
62	Haslemere Disabled Children's Home	30
63	NDC: New Deal For Communities	2,515
64	Targeted Capital Fund	8
		0
		0
		0
Total Children's Services		177,166

Capital Programme 2006/07 to 2008/09		
Ref. No.	Name of Capital Scheme	Total £'000
Housing		
Housing Revenue Account		
65	H215 Boiler Replacement	5,400
66	H216 Capitalised Repairs	14,217
67	H214 Energy Conservation	900
68	H207 Estate Improvement Programme	1,800
69	H212 Extensive Void Works, including VUN's	3,000
70	H209 Internal Modernisation Programme	45
71	H218 Lift Improvement	1,500
72	H210 Planned Maintenance	9,537
73	H10302 Rewiring	1,749
74	H211 Structural Works	1,749
75	H223 Water Pressure	1,500
76	H200 Emergency Works	750
77	Exceptions	1,500
78	H210 External Decorations	10,635
79	ALMO Decent Homes (*)	145,320
Sub Total HRA		199,602
Non Housing Revenue Account		
80	Private Sector Decent Homes - vulnerable people (*)	2,000
81	Suffolk Road	763
82	Disabled Facilities Grant (*)	2,400
Schemes marked (*) are estimates. Funding TBC		
Sub Total Non-HRA		5,163
Total Housing		204,765
Total Capital Programme		436,751

The Executive**On 25 July 2006**Report Title: **CAPITAL STRATEGY 2006 - 2011**Report of: **ACTING DIRECTOR OF FINANCE**Wards(s) affected: **All**Report for: **Key Decision****1. Purpose**

1.1 To approve the Capital Strategy for 2006 - 2011

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

2.1 The capital strategy provides the Council with a corporate and strategic context, sets out the agreed framework for future investment and explains how investments will be managed, monitored and measured. It will also allow us to strategically plan for the five years so the council can achieve its goals and continue to improve performance and provide value for money.

2.2 The Council should continue to focus on locating alternative funding such as the use of prudential borrowing, external grant funding and maximising capital receipts from surplus assets.

3. Recommendations

3.1 That the Capital Strategy for 2006 – 2011 be approved.

Report Authorised by: **Gerald Almeroth**
Acting Director of Finance

Contact Officers: Frances Palopoli 0208 489 3896

4. Executive Summary

4.1 Since 2002, the Council has been required to maintain a Capital Strategy though this no longer has to be submitted formally for Government assessment. This strategy looks forward to the next five years.

4.2 The strategy supports the Council's future planning of capital investment and assets and also contributes to the Council's CPA assessment and annual Audit Commission inspection of Use of Resources.

5. Reasons for any change in policy or for new policy development

5.1 The capital strategy confirms existing policies in respect of capital investment and allocation of resources.

6. Local Government (Access to Information) Act 1985

Reports to The Executive on 30 July 2004 and 26 July 2005 relating to Capital Strategy/Asset Management Plan.

7. Background

7.1 The Council previously had been required by Government to produce a Capital Strategy. The previous strategy for 2001-2006 was agreed at Executive in July 2001. This was submitted to Government office for London (GoL) for assessment, receiving a top rating of "good".

7.2 Whilst it no longer has to be submitted for assessment, it remains a key document in assisting the Council's investment decisions and also feeds into the Council's Comprehensive Performance Assessment and the annual Audit Commission's Use of Resources assessment.

7.3 The Capital strategy provides corporate and strategic context, sets out the agreed framework for setting future investment, including prioritisation, and explains how investment will be managed, monitored and measured. Finally it sets out key strategies for the next 5 years, which are either underway or required, and how they will contribute to achieving the Council's key corporate priorities flowing from the Community Strategy.

7.4 Given the timeframe of the strategy, it is recommended that an annual update is undertaken to ensure it remains current and relevant.

7.5 Given the likely tightening of capital investment from central government departments over the timeframe of the strategy and the current identified funding gap, officers should remain focused on how alternative funding sources can be accessed such as extending the use of prudential borrowing and learning from the experience of other authorities as well focusing on leveraging in funding from partners and an active disposal programme that maximises capital receipts.

7.6 The Capital Strategy 2006 – 2011 is attached at Appendix A.

8. Consultation

8.1 The report has been circulated to each Council department and to the Assets Strategy Board which is chaired by the Head of Corporate Property and comprises departmental staff with responsibility for assets.

9. Summary and Conclusions

9.1 Whilst not required to be submitted formally to Government, production of a Capital Strategy has now become embedded in the Council's overall business planning framework providing direction for future investment.

9.2 Current assessment of likely resources and investment need in the Strategy suggests a shortfall of up to £116m over the period of the Strategy. Whilst some strategies are in place to bridge this gap others, particularly around nursery, primary and junior schools, corporate, commercial and community buildings and highways maintenance are currently unresolved and officers should remain focused on how alternative funding sources can be accessed or services provided by alternative means.

10. Recommendation

10.1 That the overall Capital Strategy for 2006 – 2011 be approved.

10.2 That the forecast funding shortfall of £116m the period of the Strategy be noted.

11. Financial Implications

11.1 There are no direct implications except to note potential investment shortfall over the period covered by the strategy.

12. Comments of the Head of Legal Services

12.1 The Head of Legal Services has reviewed this report and notes the contents of the Capital Strategy 2006-2011. Members should note the funding shortfall set out paragraph 3.5 of the Strategy and that there is a risk that the solutions set out in paragraph 9.3 and 9.4 may not resolve the funding shortfall as envisaged.

13. Equalities Implications

13.1 This document focuses on the Council's priorities which inherently include consideration of equalities issues.

14. Use of Appendices / Tables / Photographs

Appendix A - Capital Strategy 2006 – 2011

EXECUTIVEOn 25th July 2006Report Title: **School Place Planning Annual Report**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 report on demand for pupil places in Haringey Primary, Secondary and Special schools and to update on action to respond to this demand.

2. Introduction by Executive Member

2.1 This is the second comprehensive annual report of primary and secondary school roll projections and plans. Projections for the next 10 years are provided for the 14 planning areas in the borough. School place demand is affected by a range of factors – birth rates and population movements, school standards, popularity of schools, location, mobility and new housing development. It cannot be predicted precisely. This year the report includes special schools and is fuller than the last report. I recommend the Executive approve the working priorities in para 15.1 and the new reporting arrangements for statutory consultations in para 9.

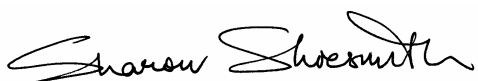
3. Recommendations

3.1 That Executive agree the working priorities as set out in paragraph 15.1 with recommendations arising from this work to be presented in July 2007.

3.2 That Executive endorse the new reporting arrangements for statutory consultations.

3.4 That a further annual report on school places be presented in July 2007.

Report Authorised by: **Sharon Shoemith – Director
The Children’s Service**



Contact Officer: **Ian Bailey – Deputy Director**
Corinne Hilton, School Organisation and Development Officer

4. Executive Summary

4.1 This report:

- updates on the progress in moves to ensure sufficient school places to meet local demand;
- summarises the most recent school rolls projections.

4.2 The overall conclusions are as follows:

4.2.1 At primary level, the provision of 120 new places in the west of the borough at Coldfall (an additional 30) Tetherdown (an additional 30) and Coleridge (an additional 60) should provide sufficient capacity for the foreseeable future, although this will be reviewed annually.

4.2.2 We have assisted a number of primary schools to reduced Planned Admission Numbers (PANs). Again this will be reviewed annually to reduce part filled classes, which reduces the associated budgetary risks to schools.

4.2.3 At secondary level, the Building Schools for the Future bid was successful in acquiring £165 million to renovate Haringey's Secondary School Buildings. The consultation to build the new secondary school began on the 26th June 2006 and is scheduled to finish in March 2007.

4.2.4 At the Special Schools demand exceeds capacity at Moselle, William C Harvey and The Vale. Blanche Neville is currently experiencing declining demand and rolls.

4.2.5 A new reporting arrangement for statutory consultations is being proposed where by the Executive member for Children and Young People be formally consulted after the initial consultation with interested parties, but before the publication of statutory notices, in some cases the Executive member may choose to take a report on the consultation outcome to the Executive.

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

5.1 The Education Bill 2006 (subject to a positive CPA outcome) will enable the council to take on the necessary decision making powers currently with the School Organisation Committee (SOC).

5.2 The role of SOC will probably cease from 2007, subject to the passing of the Education and Inspection Bill 2006.

6 Local Government (Access to Information) Act 1985

6.1 GLA roll projections for Haringey 2006

6.2 1997-2006 Haringey PLASC returns

7 Background

7.1 This is the second annual report on school places in Haringey. This report updates all projections on primary and secondary rolls and for the first time adds roll trends in the borough's special schools.

7.2 Each report looks 10 years ahead, with detailed proposals for changes a minimum of two years ahead. Thus, if a school organisational change were recommended in July 2007, we would expect the change to come into operation in time for September 2009. This will allow sufficient time for statutory consultation to take place before admission numbers are established and well before the start of the admissions applications process.

7.3 The main developments in the previous school year are as follows:

- Works are taking place to allow Tetherdown to expand to 2 forms of entry (fe) from September 2006.
- The final stage of Coleridge expansion consultation was completed with the Schools Adjudicator's decision in March 2006 in favour of expansion. Due to the delay, admission for 2006 was not possible. Plans are now nearing completion to admit additional pupils from September 2007, subject to planning approval, (the Executive agreed to propose this expansion as a result of the 2005 school places report).
- As proposed in the 2005 report, we have commenced reviews of schools where admission limits are consistently higher than demand for places. As a result, planned admission numbers have been reduced (through the normal consultation and Executive decision-making process on admissions arrangements) at:

Bounds Green	(90 to 60 from 2007)
Seven Sisters	(81 to 60 from 2007)
Alexandra	(60 to 30 from 2007)
Devonshire Hill	(75 to 60 from 2007)

Further reviews are proposed in this report.

- Confirmation of the Building Schools for the Future (BSF) funding envelope, which now stands at £165m. Consultation has started on the new secondary school, for 2010 opening. This was the subject of a report to Executive on 13 June 2006.

7.4 Also, concerning school organisation, we are pleased to report that four sets of infant and junior schools have consulted or are consulting on 'hard' federation, allowing them to operate in an integrated way under a single head teacher and governing body, sharing resources and allowing consistent leadership from foundation to the end of Key Stage 2. Current four pairs of schools have agreed to federate from the 1st September 2006. These are:

Campsbourne infant and junior schools
 Bounds Green infant and junior schools
 St Mary's RC infant and junior schools
 St Paul's and All Hallows CE infant and junior schools

- 7.5 Demand for school places at Moselle, William C Harvey and The Vale special schools continues to increase year on year. All of these schools are full and have waiting lists. In recent years Blanche Neville has experienced declining rolls. This is mainly a result of neighbouring boroughs expanding their provision for pupils with hearing impairment, along with increasing numbers of pupils with hearing impairment in mainstream education.
- 7.6 Future reports to the Executive will consider the proposed Inclusive Learning Campus project, involving William C Harvey, Moselle, Broadwater Farm primary and White Hart Lane secondary schools.
- 7.7 This report is accompanied by further detailed appendices. These set out in detail:
- Overall pupil roll projections.
 - Area by area data on:
 - primary school rolls;
 - roll projections;
 - admissions applications;
 - school mobility;
 - distances pupils live from school and;
 - local housing developments.
 - School organisation proposals in neighbouring boroughs.
- 7.8 This information has been shared with all primary schools and discussed at the Primary Head Teachers forums. As last year, it will provide a valuable resource for discussion on any school organisation matters and will be published on Haringey's website following the executive meeting.

8 Principles for School Place Planning in Haringey

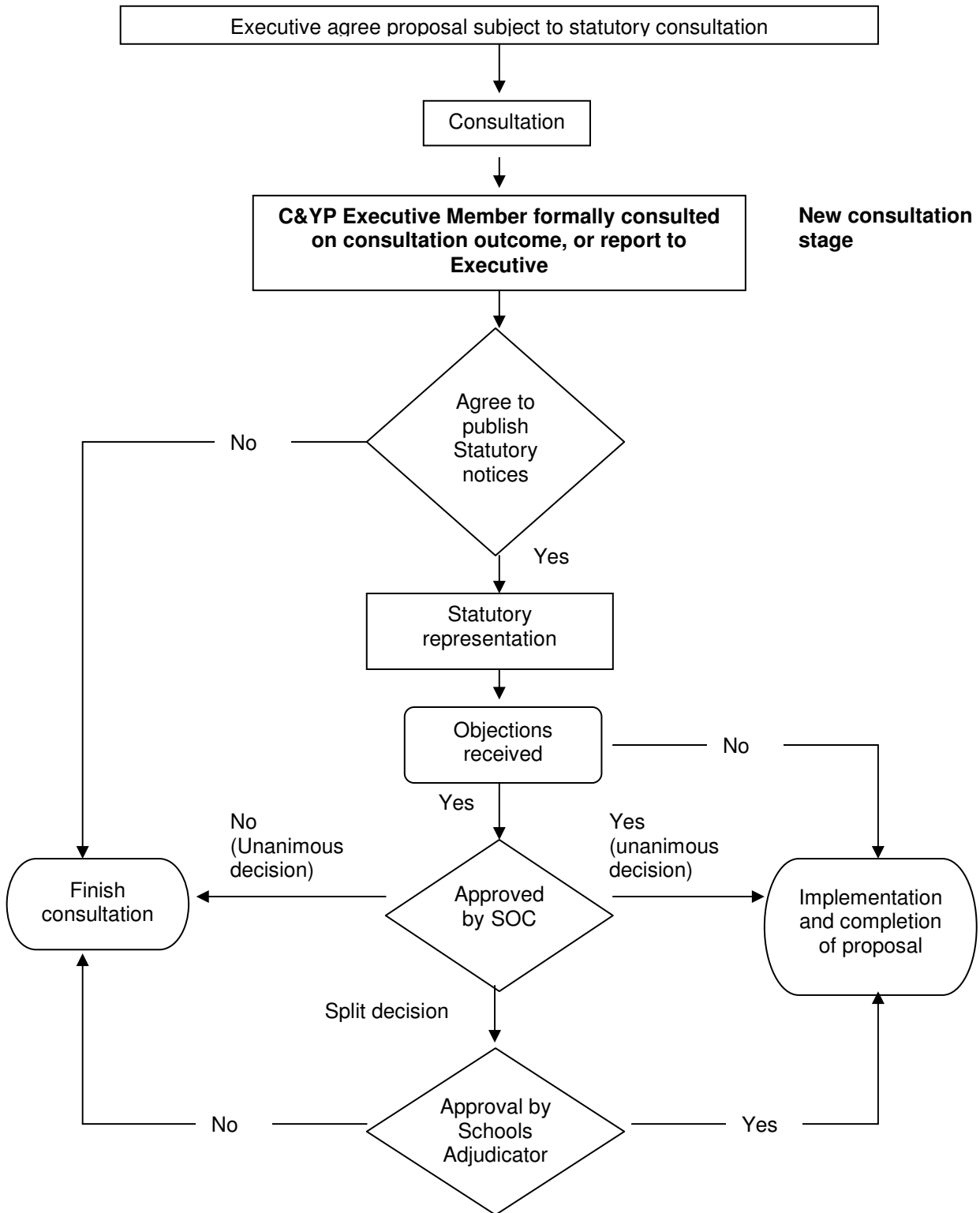
- 8.1 To guide the planning process, as well as the legislative and national policy context, the following principles were agreed in July 2005. We should:
- seek to meet demand for places within local communities, having regard for the role of schools at the heart of sustainable communities;
 - seek to make all our schools popular and successful. Where expansion is needed to meet demand for places, we should favour the expansion of schools where there is proven demand and well-established and successful leadership and management;
 - have regard to the impact of any changes on the viability and standards at existing and new schools;
 - bring forward proposals that make best use of scarce capital resources.

9 Reporting Arrangements for School Organisational Statutory Consultation in Haringey

- 9.1 The Education Bill 2006 (subject to a positive CPA outcome) will enable the council to take on the necessary decision making powers currently with the School Organisation Committee (SOC). In anticipation of this and to reflect the longer planning horizon represented in these annual reports, we propose

introducing an additional decision–making referral to members in future statutory school organisation processes.

- 9.2 Currently Executive agrees to school organisational changes subject to the outcome of the statutory consultation. Therefore, Executive agrees to a change before any public consultation, but members are not formally asked to reflect on the outcomes of the consultation before publicising statutory notices.
- 9.3 We are proposing that the Executive member for Children and Young People be formally consulted after the initial consultation with interested parties, but before the publication of statutory notices, in some cases the Executive member may choose to take a report on the consultation outcome to the Executive.
- 9.4 This is illustrated in the diagram on the following page showing the statutory process. Note that the role of SOC will probably cease from 2007, subject to the passing of the Education and Inspection Bill 2006.

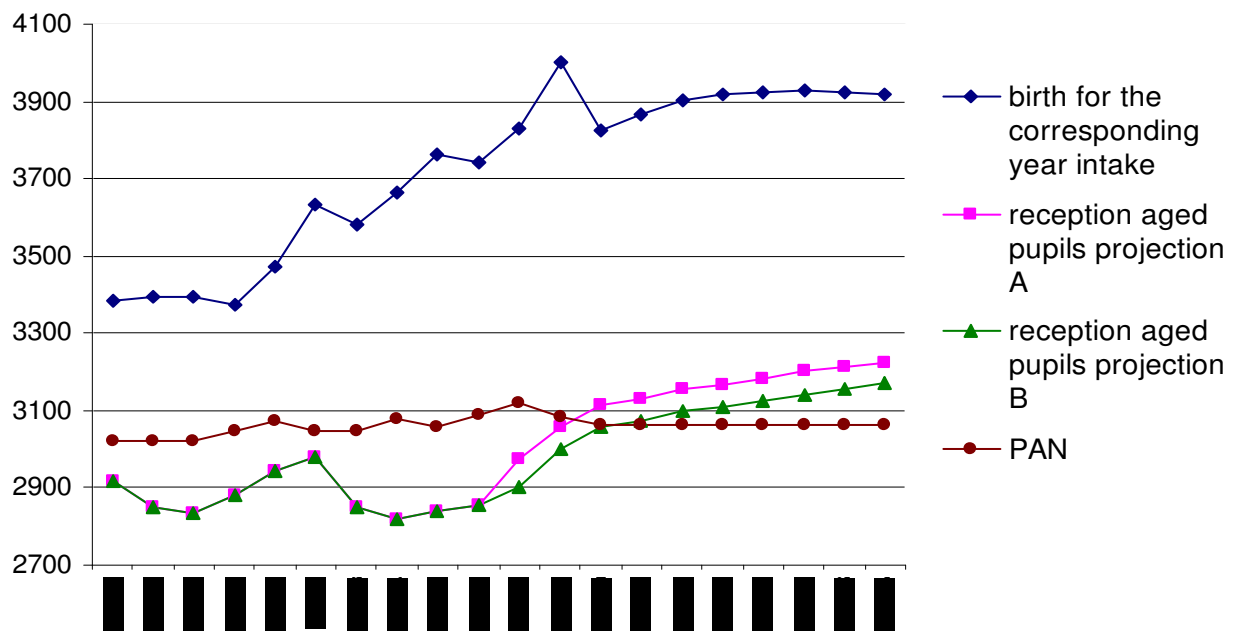


10 School Roll Projections

- 10.1 We have been working very closely with the Greater London Authority (GLA) demographers to review the assumptions in the projections. As a result, we now have greater confidence in the projections presented in this report, through we will continue to build our own time series data.
- 10.2 The overall picture is fairly clear: the long-term trend in school rolls is upwards and - given the pressures of a young population and major new housing developments – it will continue in that direction.

11 Provision of Primary School Places

- 11.1 The graph below shows the main trends affecting the overall planning of primary school places in Haringey.



- 11.2 The upper line shows the number of live births for the relevant years of entry to school (thus children born 2001/02 entered reception in school year 2005/06). Although the numbers of births fluctuated in the late 90s the long-term trend is upwards. For the September 2007 reception intake there was a noticeable increase in the number of births. This trend is then projected to decline for 2008, but to return to a steady upward trend beyond then.
- 11.3 The line for the number of reception aged pupils shows the actual (to 2005/06) and 2 projections for (2006/07 onwards) pupil roll count (see 11.7 to 11.10 for an explanation of the two projections). The differences between this and the births line shows the impact of migration: a substantial number of children and their families move away from the borough between birth and school age. This is the case even though Haringey is a net 'importer' of pupils in the primary phase.

- 11.4 Primary school rolls tend to fluctuate, with a slight decline in recent years. However, the overall trend, driven by the birth rate and by the rate of housing developments planned for Haringey, is upwards, as shown by the reception aged pupil line.
- 11.5 The line between births and rolls show the provision of places, based on the Planned Admission Number (the number of reception places available for September entry). This line shows the impact of the Tetherdown, Coldfall and Coleridge expansions. This line also shows the impact of planned school PAN reductions at Bounds Green, Seven Sisters, Alexandra and Devonshire Hill.
- 11.6 We expect the number of reception age pupils to increase; however our expectations are more cautious than the projection from the GLA. We do not expect the number of reception age pupils to exceed the number of reception places by September 2007 as shown in projection A.
- 11.7 The table on page 8 shows the two sets of projections produced by the GLA. To take into consideration fluctuations found in school roll data following the increase or reduction of PANs, various methodological measures can be applied to the raw data on births and housing. For example, with Coldfall expanding in the last year, the rolls will have risen for that year and are expected to stay at the new higher level in the coming years.
- 11.8 The standard methods take the average of the most recent 4 years of PLASC data. This produces lower overall school roll projections, as is demonstrated in projection set B. Here the four years' data is treated with equal weighting and therefore any planned PAN changes are not reflected in the data.
- 11.9 Projection set A tries to accommodate the recent increase at Coldfall. To do this only the most recent year's data (2006 PLASC data) is applied to the model. This results in a picture of faster rising rolls.
- 11.10 Although we believe projection set A is over-estimating the extend of overall future demand, at a more local level it reflects a more realistic trend representation of reception place demand (either increasing, stable or declining). For this reason Projection set A has been used in appendix 2.

Intake Year	Actual & projected Births applicable for that cohort intake	Actual (1996-2005) & Projection (2006-2014) reception aged pupils		PAN Figure	% of Surplus amount of places	
		Projection set A	Projection set B		Projection set A	Projection set B
1996/97	3386	2919	2919	3020	3.34	3.34
1997/98	3397	2849	2849	3020	5.66	5.66
1998/99	3396	2835	2835	3020	6.13	6.13
1999/00	3372	2880	2880	3050	5.57	5.57
2000/01	3474	2943	2943	3071	4.17	4.17
2001/2	3635	2978	2978	3050	2.36	2.36
2002/3	3581	2849	2,849	3050	6.59	6.59
2003/4	3664	2820	2820	3080	8.44	8.44
2004/5	3765	2840	2840	3059	7.16	7.16
2005/6	3743	2855	2855	3089	7.58	7.58
2006/7	3832	2974	2903	3119	4.65	6.93
2007/8	3999	3057	2999	3083	0.84	2.72
2008/9	3823	3115	3056	3083	-1.04	0.88
2009/10	3866	3130	3073	3083	-1.52	0.32
2010/11	3904	3154	3099	3083	-2.30	-0.52
2011/12	3918	3168	3111	3083	-2.76	-0.91
2012/13	3926	3180	3124	3083	-3.15	-1.33
2013/14	3929	3201	3141	3083	-3.83	-1.88
2014/15	3925	3211	3156	3083	-4.15	-2.37
2015/16	3920	3222	3170	3083	-4.51	-2.82

- 11.11 In recent years we have been matching places to where there is demand, by increasing capacity in the west of the borough and reducing the PANs of schools that have high surplus capacity in the east of the borough. This will have an impact on demand. It is now necessary to see the actual impact of these changes before seeking additional school capacity. We will be watching the situation very closely.
- 11.12 For the July 2007 report we will be in a better position to predict 2008 PLASC rolls, as Tetherdown will have admitted their first reception class of 60 and we will have received and processed the reception applications for September 2007, when the Coleridge expansion comes into effect.
- 11.13 Because of the additional capacity being created and because we have schools with physical capacity above PAN (see paragraph 7.3), we do not believe this to be a high-risk strategy. We will monitor the demand at admissions application and respond if necessary.

12 Local Provision of Primary School places

- 12.1 Sufficient overall provision does not necessarily prevent demand in popular locations and surplus capacity in other areas. The 14 planning areas used in this report have not changed since the 2005 report. Detailed information about each of these is shown in Appendix 2.

12.3 The current position, by planning area, is as follows:

PA	Ward(s)	Total reception PAN	Total reception roll 2005/06	Number of reception surplus places	Percentage of reception surplus places
1	Alexandra, Fortis Green and Muswell Hill	330	325	5	1.52%
2	Highgate	116	116	0	0%
3	Crouch End and Hornsey	330	327	3	0.91%
4	Stroud Green	120	118	2	1.67%
5	Harringay	141	133	8	5.67%
6	St Ann's	291	273	18	6.19%
7	Seven Sisters	210	173	37	17.62%
8	Tottenham Green	120	99	21	17.50%
9	Tottenham Hale	210	203	7	3.33%
10	Northumberland Park	268	265	3	1.12%
11	White Hart Lane	165	136	29	17.58%
12	Bruce Grove and West Green	257	223	34	13.23%
13	Noel Park	141	97	44	31.21%
14	Bounds Green and Woodside	390	367	23	5.90%
Totals		3089	2855	234	7.58%

12.4 Planning areas 1-4 show the shortage of places in the west, with the clear need for the Coldfall, Tetherdown and Coleridge expansion in the figures for PAs 1,2,3 and 4. The admissions applications, shown in detail in Appendix 2, tell the same story.

12.5 Planning areas 7,8,11,12 and 13 show high percentages of surplus capacity, with a need to work with schools in those areas to resolve this situation. Section 13 outlines what has been done already and subsequent proposals for further work.

12.6 For an individual school, carrying unfilled places can make budgetary management difficult and can on occasions lead to deficits. In recent years these have been alleviated to some extent by Transition Support Grant (TSG). TSG is no longer available, however we will continue to work with such schools to ensure that the drive to improve standards is not adversely affected. In some cases, this may result in further reports recommending school organisation changes.

13 Surplus Places

13.1 Since the 2005 report we have been working with schools that have large percentage of surplus places and reviewing the situation with them. This work is summarised in the following paragraphs.

13.2 Most of the surplus places in PA 13 are at Alexandra Primary, which has in effect operated as a 1fe school for some years. In agreement with the school the PAN was officially reduced to 30 for September 2007. If this reduction was in effect for this year the reception surplus capacity for PA13 would be 12.61%.

This is still very high. This area needs close attention, as it will be affected by the Heartlands development, including a new secondary school and housing.

- 13.3 Most of the surplus places in PA 11 are at Devonshire Hill primary, which has in effect operated as a 2fe school for a number of years. With the agreement of the school the PAN was officially reduced from 75 to 60 pupils for September 2007. If this reduction was in effect for this year the reception surplus capacity for PA11 would be 9.33%. This is just within acceptable levels.
- 13.4 Most of the surplus capacity in PA12 is at Broadwater Farm Primary. The schools rolls for Broadwater Farm Primary have fluctuated in recent years, but they have never operated as an all-through 3fe school. Currently this school has a total surplus capacity of 20.64%. We have spoken to the school and they support a reduction in PAN to 60. If this reduction was in effect for this year the reception surplus capacity for PA12 would be 5.51%. This is within acceptable levels.
- 13.5 Planning Areas 6, 7 and 8 are experiencing declining rolls. In PA 6 we have reduced Seven Sister's PAN to 60 with effect from September 2007. However if demand increases in PA 6 then Seven Sister's original PAN can be reinstated.
- 13.6 Vacant places in PA 8 are likely to be taken in coming years by residents of the large Tottenham Hale village development by Tottenham Hale station.

14 Mobility

- 14.1 In Haringey's community primary school sector, 66% have an intake of pupils of 75% or more, living within 0.6 miles. Fifty seven percent has 10% or more pupils living a mile or further from school. Distances have not been calculated for voluntary aid schools, as they admit from further distances due to their admission criteria.
- 14.2 A number of Haringey schools experience a high percentage of mobility within the junior years. This creates instability for the school. Information on mobility for each school, broken down by infant and junior years is shown in appendix 2.
- 14.3 Mobility is heavily influenced by the high volume of temporary accommodation in Haringey. Recently the ODPM set a target of reducing the amount of temporary accommodation by 50% by 2010. It is not yet clear that this will have the impact of reducing short-term accommodation in Haringey. We will work with housing colleagues to review the situation.

15 Primary School Provision Conclusions

- 15.1 On the basis of the above discussion, our main work priorities for 2006/07 will be:
- The school roll and surplus situation in Seven Sisters, Noel Park wards.
 - The local impact of Hale Village and Heartlands building developments
 - Developing a greater understanding of the reason for, and impact of mobility on school organisation and financial management, especially in the junior years.
 - Continued monitoring of overall pupil place demand.

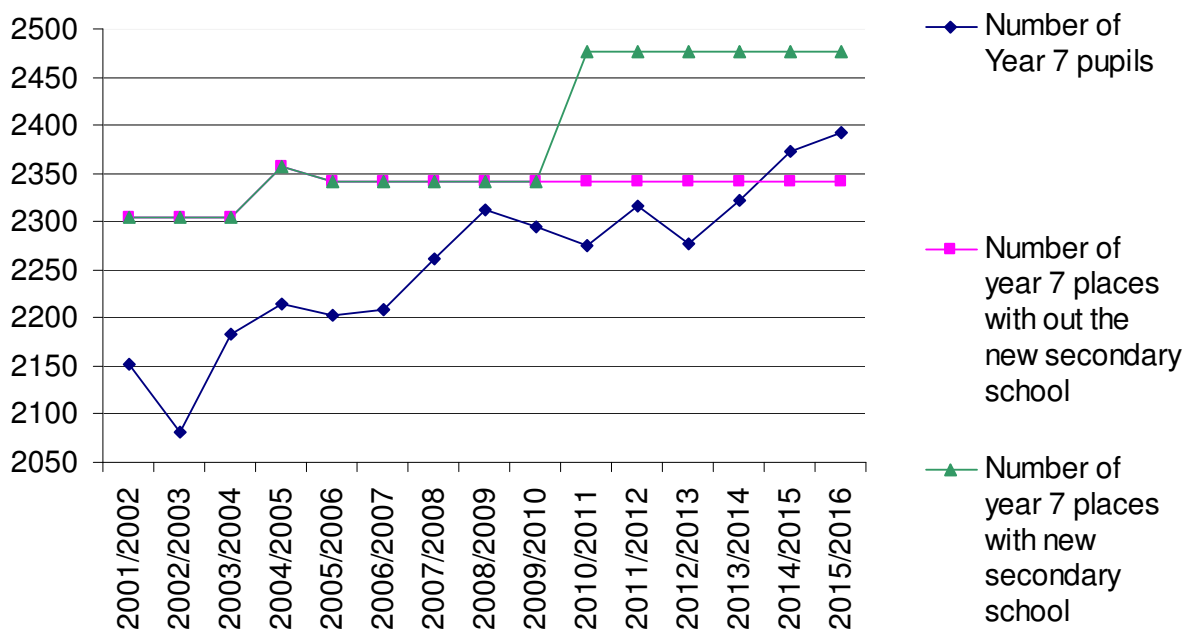
15.2 Conclusions from this work will be reported to Executive in July 2007.

16 Provision of Secondary School Places

16.1 The overall picture is fairly clear: as in the primary sector, the long-term trend in school rolls is upwards and - given the pressures of a young population and major new housing developments – it will continue in that direction. In addition to demography, improving standards are also a significant factor in raising secondary rolls – from an average of 31% 5+ A*-C in 2001 to 48.5% in 2005, making schools in the east of the borough increasingly popular. Currently, year 7 numbers are around 83% of year 6, mainly due to out-borough ‘drift’, predominantly to Enfield and Barnet. The amount of drift has been slowly declining in recent years, in 2003 year 7 numbers were around 78.5% of year 6. Our expectation is that this drift will reduce further as standards continue to improve across all community and VA secondary schools in Haringey. With the new secondary school planned for 2010 we are expecting to reduce the drift even further.

16.2 At Executive on the 13th June 2006 it was agreed that we could begin the consultation the new secondary school in the Heartlands. This began on the 26th June 2006. We will report back to Executive in October outlining the council’s own bid for the new school.

16.3 The Greater London Authority (GLA) demographic projections show year 7 pupils increasing, as represented in the following graph.



16.4 These projections show a more realistic increase in Year 7 pupils than the 2005 report. Although the projections do fluctuate between 2008/09 to 2014/15 the general trend is upwards.

16.5 The upper line shows the impact of opening the new secondary school in 2010

and reducing the PANs of Gladsmore, PVA and White Hart lane. This line assumes the new secondary school is likely to open as an 8fe. In practice the new school may open as a 6fe and increase to 8fe when there is sufficient demand.

16.6 The middle line shows the situation if the new school does not open. If there was no secondary school opening in 2010 then the surplus is projected to become very low at 2.8%. The impact is shown in the table below. Although from 2010 if appears there is a large amount of surplus this is distorted by the opening of the new school. Rolls can be expected to stabilise 1-2 years after the opening of the new school.

	year	secondary PAN	year 6	year 7	year 7 place shortfall / surplus	% of year 7 surplus places
Actual	2001/2002	2304	2652	2151	153	6.6
Actual	2002/2003	2304	2719	2082	222	9.6
Actual	2003/2004	2304	2684	2183	121	5.3
Actual	2004/2005	2358	2658	2215	143	6.1
Actual	2005/2006	2342	2672	2203	139	5.9
Projection	2006/2007	2342	2714	2208	134	5.7
Projection	2007/2008	2342	2780	2262	80	3.4
Projection	2008/2009	2342	2742	2312	30	1.3
Projection	2009/2010	2342	2710	2294	48	2.0
Projection	2010/2011	2477	2775	2275	202	8.2
Projection	2011/2012	2477	2747	2317	160	6.5
Projection	2012/2013	2477	2829	2277	200	8.1
Projection	2013/2014	2477	2895	2321	156	6.3
Projection	2014/2015	2477	2933	2372	105	4.2
Projection	2015/2016	2477	2935	2392	85	3.4

17 Local Provision of Secondary School places

17.1 The table below shows the year 7-11 roll trend over the past 4 years for all secondary schools in Haringey.

School	2006 Net Capacity	2002/03	2003/04	2004/05	2005/06
Alexandra Park School*	918	654	802	863	918
Fortismere School	1215	1208	1207	1208	1213
Gladsmore Community School	1215	1209	1202	1205	1205
Greig City Academy**	1064	823	738	623	654
Highgate Wood school	1215	1189	1194	1204	1201
Hornsey school for girls	1215	1187	1185	1198	1211
John Loughborough	300	296	288	289	293
Northumberland Park Community School	1080	1048	1008	1024	1016
Park View Academy	1215	1039	1174	1170	1196
St Thomas More School	960	985	1002	996	964
White Hart Lane School	1215	1005	1046	1042	1072
Total	11612	10643	10846	10822	10943

*Alexandra Park expanded for September 2004 to 8fe

** Greg city has reduced there PAN to 200 from September 2005

17.2 Most of the secondary schools are close to their total net capacity for pupils in year 7 to year 11. Both Greig City Academy, and White Hart Lane have surplus capacity greater than 11%. Northumberland Park's surplus capacity is 5%. All other Haringey secondary schools have surplus capacity below 1.5%.

School	PAN	2002/03	2003/04	2004/05	2005/06
Alexandra Park School*	216	167	162	216	216
Fortismere School	243	232	237	237	242
Gladesmore Community School	243	243	239	239	240
Greig City Academy**	200	125	142	136	159
Highgate Wood school	243	237	237	241	243
Hornsey school for girls	243	239	237	236	240
John Loughborough	60	48	59	58	59
Northumberland Park Community School	216	202	205	207	195
Park View Academy	243	227	234	228	240
St Thomas More School	192	199	197	199	181
White Hart Lane School	243	163	234	218	192
Total	2342	2082	2183	2215	2207

7.3 The current year 7 situation for all secondary schools in Haringey.

*Alexandra Park expanded to admit 216 pupils from September 2005

** Greg city reduced it's PAN to 200 in September 2006

18 Provision of Special School places.

18.1 The table below shows the roll trends over the past 4 years in the borough's Special Schools

School Name	Capacity	Jan-03	Jan-04	Jan-05	Jan-06
Blanche Neville School	80	85	72	67	64
Moselle School	128	121	121	98	127
Vale Resource Base	70	74	78	64	80
William C Harvey School	75	72	71	50	68

18.2 Apart from 2005, Moselle, William C Harvey and The Vale have stable rolls which virtually mirror that of their total pupil capacity. Blanche Neville has experienced declining rolls over the past 4 years.

19 Comments of Director of Finance

- 19.1 The Director of Finance has been consulted in the preparation of this report and comments that there are no immediate financial consequences arising from the recommendations. However, it is vital for strategic financial planning, both at local authority and at individual school level, to have robust projections of pupil numbers. These can be used to check the projections made by the DfES in calculating future years' Dedicated Schools Grant (DSG) allocations and by individual schools in modelling future year budgets.
- 19.2 The reduction of PANs at schools unable to achieve their planned numbers will help those schools in longer term financial planning and in alleviating deficits that can arise from maintaining vacant places.

20 Comments of Head of Legal Services

- 20.1 The Head of Legal Services has been consulted on the content of this report. Section 14 of the Education Act 1996 requires the authority to secure that there are sufficient schools for providing primary and secondary education in its area. Consideration of the data set out in the report should be undertaken with this duty in mind. The provisions of the Education and Inspections Bill 2006 include proposals which will result in the authority taking over the role played by the School Organisation Committee in deciding upon changes in organisation in schools. The recommendation set out in the report regarding reporting arrangements for statutory consultations will assist the authority in carrying out its future role.

21 Equality Implications

- 21.1 Ensuring a sufficient number of school places in the right area is a key task for the council, together with maximising the extent that we can meet parental preference. Successful schools providing places are at the heart of neighbourhood regeneration, which in turn is central to promoting social inclusion.
- 21.2 Any school expansion or new build should ensure compliance with the Disability Discrimination Acts (DDA) 2002 and 2005.

22 Use of Appendices/Tables/Photographs

- | | | |
|------|------------|--|
| 21.1 | Appendix 1 | Background information on school roll projections & new Housing policies |
| | Appendix 2 | Detailed information about each Planning Area |
| | Appendix 3 | School Organisational Plans in adjoining boroughs |

Appendix 1

Background information on school roll projections

- 1 School place demand is dynamic and cannot be predicted precisely. In addition to birth rates and population movements it is affected by factors such as school standards, perceptions, popularity of individual schools, where they are located in the borough, mobility and new housing developments. For these reasons, school roll projections and plans are re-visited annually.
- 2 The last 4 years projected demand for age 4 pupils and actual show a 4.4% under-estimation for the January 2006 projected roll (September 2005 entry). A 3.4% over-estimation for the January 2005 projected roll (September 2004 entry), a difference of 101 places. A 7% over-estimation for the January 2004 projected roll (September 2003 entry), a difference of 211 places and a 3.2% over-estimation for the January 03 roll (difference of 94 places). In all of these years, all children were offered a school place.

Year of projection	Reception pupil count			% difference
	Year	Projected	Actual	
2002	2003	2943	2849	3.2%
2003	2004	3031	2820	7.0%
2004	2005	2942	2841	3.4%
2005	2006	2728	2855	-4.4%

- 3 Last year's GLA projection used a standard methodology. The average is taken over the past 4 years of PLASC data. This projected a lower overall school roll total than the actual total, because the current method used can not take into consideration future School PAN changes. Fluctuations found in school roll data following a change in PAN can only be introduced into the standard model once they have happened. For example, with Coldfall expanding in the last year, the rolls will have risen for that year and are expected to stay at the new higher level in the coming years.
- 4 Over the next 2 years the reception projections are likely to fluctuate until the first reception cohort at Coleridge Primary have entered the school and the resulting PLASC information (Jan 08) has been incorporated into the projection modelling.
- 5 The data used in this report is based on 2005 round scenario 8.07 special population projections produced by the GLA. (In these projections a special adjustment was made to the 1 year old figures). The population projections have been adjusted since the July 2005 report and are now projecting a slower increase in London's total population. These population projections feed the school roll projections using 2003 to 2006 PLASC actual roll counts. The GLA will be updating school roll projections again in the autumn term 2006 as they will receive revised sets of population projections from the Office of National Statistic which have improved mobility (both national & international) figures and the new London Capacity Housing Study figures.

- 6 Haringey has successfully argued that our figures from the previous Housing Capacity Study were too high. At Executive on 20th December 2005 the alterations were identified and agreed. The new London capacity is for 310,900 homes between 2007-2017 and a figure for Haringey of 6,800 dwellings or 680 dwellings per year. The new housing target represents a significant reduction in the annual requirement of 970 dwellings. In 2004, 834 dwellings were completed in the borough. The new targets come into effect for Haringey from April 2007. The GLA have incorporated the new housing targets in the school roll projections in this report.
- 7 Another aspect to the school roll projections is the patchy impact of housing developments within the borough. The projections use the housing capacity study (as opposed to actual builds) and average the child yield calculation (0-15 year olds) over the whole borough. There is no attempt to account for how many housing developments are actually built and what their impact is on the demand for local school places.
- 8 In 1992 the department of Environment commissioned work that would establish a calculation giving the expected number of children (ages 0 to 15) arising from any new housing development. The figures, derived from the Labour Force Survey, have been used extensively to estimate child yield from new housing developments in London and have been found to provide acceptable, if conservative, level of accuracy. However there is little doubt that the number of children yielded by new dwellings will always be subject to influences that are difficult to determine. Nevertheless the calculation at least provides planners with a logical based estimate to work with.
- 9 An additional factor that will affect school rolls is mobility and the effects of children living in temporary accommodation. Currently there are over 5500 households living in temporary accommodation, with over 75% including children or pregnant women.
- 10 The ODPM recently set a target of reducing the amount of temporary accommodation by 50% by 2010. It is not yet clear that this will have the impact of reducing short-term accommodation in Haringey. We are currently working with Housing officers to investigate the implications of this policy on pupil rolls and mobility in our schools.

Planning Area (PA)	Wards
1	Alexandra, Fortis Green and Muswell Hill
2	Highgate
3	Crouch End and Hornsey
4	Stroud Green
5	Harringay
6	St Ann's
7	Seven Sisters
8	Tottenham Green
9	Tottenham Hale
10	Northumberland Park
11	White Hart Lane
12	Bruce Grove and West Green
13	Noel Park
14	Bounds Green and Woodside

12 For each planning area we show a range of information.

- The Planned Admission Number (PAN) compared with current reception numbers from the 2006 PLASC count.
- Total school roll trends and surplus capacity.
- School mobility.
- Summary of distances pupils live from their school.
- Completed and proposed major housing developments, with child yield estimates, where available.
- GLA projections & comparisons against first place preference information.

Notes:

- Admissions operate on an equal preference application system. First place preference data is used here simply as a measure of the number of unique applications for a school. It gives an indication of the number of children applying to Haringey schools.
 - For the September 2006 reception intake the council co-ordinated all maintained schools admissions in the borough. This has meant that parents can only express a 1st place preference at either a voluntary aid or community school, not both.
 - This means that direct comparison of 2006 preference data with that for 2002-2005 can be misleading. Until 2006, parents could express a preference for both a voluntary aided (church) school and a community school.

13 For each planning area there is a brief conclusion summing up the main characteristics of the data and the implications for the schools.

Planning area 1

14 This planning area incorporates the Muswell Hill, Fortis Green and Alexandra wards.

Table 1.1: Schools, PANs, reception numbers and unfilled reception places in planning area 1

School	Planned admission number 2005	Current Reception Nos.	Current Unfilled reception places
Coldfall Primary	90	86	4
Muswell Hill Primary	60	60	0
Our Lady of Muswell RC Primary	60	59	1
Rhodes Avenue Primary	60	60	0
St. James' CE Primary	30	30	0
Tetherdown Primary	Currently 30 (60 for Sep 06)	30	0
Totals	330	325	5

Table 1.2 GLA projections for planning area 1

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1st place preferences
2001/2		294	300	-
2002/3	381	295	300	391
2003/4	429	292	300	448
2004/5	440	300	300	477
2005/6	424	325	330	439
2006/7	440	372	360	409
2007/8	485	358	360	
2008/9		361	360	
2009/10		358	360	
2010/11		357	360	
2011/12		355	360	

Table 1.3: First place preference information.

School	2002	2003	2004	2005	2006
Coldfall Primary	68	63	97	78	55
Muswell Hill Primary	61	121	102	91	69
Our Lady of Muswell RC Primary	60	60	60	60	63
Rhodes Avenue Primary	94	78	102	114	93
St. James' CE Primary	56	55	56	58	34
Tetherdown Primary	52	71	60	38	95
Totals	391	448	477	439	409

Table 1.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006
Coldfall Primary*	384	399	409	416	445
Muswell Hill Primary	420	420	418	420	420
Our Lady of Muswell RC Primary**	291	314	345	365	400
Rhodes Avenue Primary	412	418	241	421	419
St. James' CE Primary	211	208	205	207	206
Tetherdown Primary	212	213	213	214	213
Totals	1930	1972	2011	2043	2103
Total Capacity	1950	2010	2040	2070	2130
Percentage of total Surplus capacity	1.03%	1.89%	1.42%	1.30%	1.27%

* coldfall expanded in Sep 96 to take 60 pupils per year and again sep 2005 to take 90 pupils per year.

** our lady of Muswell was expanded in sep 1999 to take 60 pupils.

Table 1.5: Total School Roll trends by year group

Year	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
1997	265	233	263	243	266	227	218	1715
1998	265	262	237	268	238	268	229	1767
1999	256	267	266	233	267	235	266	1790
2000	293	260	269	265	237	263	236	1823
2001	262	296	267	268	273	238	261	1865
2002	294	295	301	267	270	266	237	1930
2003	295	299	292	292	264	267	263	1972
2004	290	303	296	292	294	267	269	2011
2005	300	291	303	296	296	292	265	2043
2006	325	299	293	300	298	297	291	2103

Table 1.6: 2005 Mobility

School	KS1	KS2	Total
Coldfall Primary	4%	32%	23%
Muswell Hill Primary	5%	16%	12%
Our Lady of Muswell RC Primary	5%	18%	14%
Rhodes Avenue Primary	2%	12%	8%
St. James' CE Primary	5%	18%	14%
Tetherdown Primary	0%	10%	7%
Total	4%	18%	13%

Table 1.7: Summary of distances pupils live from their school

School Name	% of pupils postcode s mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Coldfall Primary School	92%	38%	69%	77%	23%
Muswell Hill Primary School	99%	51%	82%	94%	6%
Rhodes Avenue Primary School	99%	51%	91%	96%	4%
Tetherdown Primary School	99%	70%	90%	96%	4%
PA1 Total	97%	50%	82%	90%	10%

Completed building developments in PA1

There have been 12 major housing developments completed since 1996.

Site	Number of units	Child yield calculation
24a Church Crescent	44	4
50-66 Park Road	24	11
17 Muswell Hill	11	5
91-105 Durnsford Road	24	15
258-260 Alexandra Park Road	18	34
135 Alexandra Park Road	14	10
Coppetts Road	55	33
Coppetts Road	116	103
Coppetts Road	85	133
131 Coppetts Road	10	7
Southern road	28	31
48-62 Fordington Road	10	19
Total	439	405

Proposed housing developments in PA 1

There are a total of 3 major housing developments which have been granted planning approval. The estimated child yield (ages 0-15) would be 96.

Site	Number of units	Child yield calculation
Raglan Hall Hotel 8-12 Queens Avenue N10	18	9
Lynxs Depot, Coppetts Road N10 2JR	128	77
53-55 Quens Av. N10 3PE	11	10
Total	157	96

Update on school building program

Coldfall

- 15 Work has begun and is on track for the scheduled completion

Tetherdown

- 16 The land required for the expansion had been purchased. The first additional cohort will be admitted in September 2006.

Children Centre development.

- 17 Rhodes Avenue Primary will have a children's centre to support the Alexandra community. This will be in Phase 3.
- 18 Partnership work with LB Barnet to develop a phase 3 children's centre to support the Fortis Green community.

Conclusion

- 19 The projections for 4 year olds show a continuing upward trend. This is supported by increasing birth rates and a number of housing developments. This area is characterized by low mobility at both key stages, steady growth in school population and high demand for school places.
- 20 This was an area with the highest pressure on places. To alleviate pressure the expansion of both Coldfall and Tetherdown schools have been consulted upon and agreed. Coldfall took their first 90-place reception in September 2005 and Tetherdown will have a 60-place reception open for September 2006. In creating these additional 60 reception places, we are confident that there will be enough local school places to meet current demand of local parents.
- 21 When running the September 2006 reception admissions cycle, it became apparent that with the expansion of both Coldfall and Tetherdown primary schools, the majority of local parents would be offered a reception place in one of their preferred local schools. A total of 18 parents were not offered any of their four preferences.
- 22 Although the figures in table 1.3 appear to show that demand could still exceed provision, this should be considered with caution:
- parents still have the option of having a 1st place preferences for schools in neighbouring boroughs, mainly Barnet.
 - A minority applicants are not local parents
- 23 The situation for school places in this area will be monitored and reviewed.

Planning area 2

24 This planning area incorporates Highgate ward.

Table 2.1: Schools, PANs, reception numbers and unfilled reception places in planning area 2

School	Planned admission number 2005	Current Reception Nos.	Current Unfilled reception places
Highgate Primary School	56	56	0
St Michael's CE Primary N6	60	60	0
PA – 2 Total	116	116	0

Table 2.2 GLA projections for planning area 2

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1st place preferences
2001/2		110	116	-
2002/3	141	110	116	142
2003/4	164	115	116	174
2004/5	146	114	116	188
2005/6	142	116	116	162
2006/7	118	99	116	127
2007/8	176	116	116	
2008/9		118	116	
2009/10		117	116	
2010/11		116	116	
2011/12		115	116	

Table 2.3: First place preference information

School	2002	2003	2004	2005	2006
Highgate Primary School	56	74	88	62	46
St Michael's CE Primary N6	86	100	100	100	81
Totals	142	174	188	162	127

Table 2.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006
Highgate Primary School*	313	328	330	341	355
St Michael's CE Primary N6	409	413	413	412	407
Totals	722	741	743	753	726
Total Capacity	786	812	812	812	812
Percentage of total Surplus capacity	8.14%	8.74%	8.5%	7.27%	10.59%

*Highgate primary was expanded in Sep 1996 to take 56 pupils.

Table 2.5: Total School Roll trends by year group

Year	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
1997	107	100	97	88	99	93	83	667
1998	111	104	99	89	80	92	83	658
1999	111	106	107	92	89	79	95	679
2000	98	115	102	96	89	85	70	655
2001	118	101	113	102	94	85	88	701
2002	110	112	102	103	101	99	85	712
2003	110	110	107	103	111	103	97	741
2004	115	111	113	103	100	102	99	743
2005	114	116	116	101	100	101	105	753
2006	116	114	115	98	99	98	104	744

Table 2.6: 2005 Mobility

School	KS1	KS2	Total
Highgate Primary School	17%	43%	33%
St Michael's CE Primary N6	4%	22%	15%
Totals	10%	31%	23%

Table 2.7: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living 0-1 miles from the school	% of pupils living 1 miles or more from the school
Highgate Primary School	96%	16%	38%	60%	40%
PA2 Total	96%	16%	38%	60%	40%

Completed building developments in PA 2

There have been 2 major housing developments completed since 1996.

Site	Number of units	Child yield calculation
16-18 Stanhope Road	20	12
Cholmeley Dene / Copley Dene	21	26
Total	41	38

Proposed housing developments in PA 2

There is one proposed major housing developments in PA2

Site	Number of units	Child yield calculation
Elizabeth House, Winchester Place N6	19	9
Total	19	9

Children's Centre development.

25 Highgate Primary will have a children's centre to support the Highgate community. This will be in Phase 2.

Conclusion

- 26 The roll projections for 4 year olds indicated relative stability around the current numbers. This area has low mobility during key stage 1, but very high mobility during key stage 2. There has been a steady growth in the school population over the past 10 years.
- 27 There is demand for school places in Highgate ward; however with the extra 60 reception places being created by the expansion of Coleridge primary in Crouch End, and the additional 60 in planning area 1, we consider that there is no need to have additional places in this area.
- 28 There are relatively few major building works and no known plans in the area that would have additional impact upon the demand for school places.
- 29 Work is needed to understand the reasons for the high mobility during key stage 2.
- 30 The need for school places in this PA will be kept under regular review.

Planning area 3

31 This planning area incorporates the Hornsey and Crouch End wards.

Table 3.1: Schools, PANs, reception numbers and unfilled reception places in planning area 3

School	Planned admission number 2005	Current Reception Nos.	Current Unfilled reception places
Campsbourne Infants	60	60	0
Campsbourne Junior			
Coleridge Primary*	60	60	0
Rokesly Infants	90	90	0
Rokesly Junior			
St Gildas' RC Junior			
St Mary's CE Infant	60	60	0
St Mary's CE Junior			
St Peter in Chains RC Infants	60	57	3
Totals	330	327	3

*120 from Sep 2007

Table 3.2 GLA projections for planning area 3

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1st place preferences
2001/2		316	321	-
2002/3	317	311	321	410
2003/4	350	310	330	390
2004/5	347	324	330	418
2005/6	370	327	330	422
2006/7	381	375	330	385
2007/8	395	370	390	
2008/9		373	390	
2009/10		369	390	
2010/11		368	390	
2011/12		368	390	

Table 3.3: First place preference information

School	2002	2003	2004	2005	2006
Campsbourne Infants	57	45	63	49	40
Campsbourne Junior					
Coleridge Primary	108	100	104	114	132
Rokesly Infants	111	105	111	119	89
Rokesly Junior					
St Gildas' RC Junior					
St Mary's CE Infant	74	80	80	80	67
St Mary's CE Junior					
St Peter in Chains RC Infants	60	60	60	60	57
Totals	410	390	418	422	385

Table 3.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006
Campsbourne Infants / Junior	462	405	373	356	343
Coleridge Primary	419	417	416	415	411
Rokesly Infants / Junior*	575	563	582	576	587
St Gildas' RC Junior	217	203	209	213	213
St Mary's CE Infant / Junior	387	375	386	390	395
St Peter in Chains RC Infants	161	163	165	162	172
Totals	2221	2126	2131	2112	2121
Total Capacity	2247	2256	2265	2274	2283
Percentage of total Surplus capacity	1.6%	5.7%	5.9%	7.1%	7%

*Rokesly was expanded in Sep 2003 to take 90 pupils.

Table 3.5: Total School Roll trends by year group

Year	Rolls PA 3							total
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	332	326	360	335	302	308	301	2264
1998	339	338	328	330	334	312	308	2289
1999	331	344	337	323	322	318	313	2288
2000	324	327	339	315	320	313	299	2237
2001	331	319	320	326	313	307	304	2220
2002	316	328	310	317	337	314	299	2221
2003	311	315	318	295	289	311	287	2126
2004	310	313	313	310	297	287	301	2131
2005	324	302	304	317	294	284	287	2112
2006	327	324	300	293	311	285	281	2121

Table 3.6: 2005 Mobility

School	KS1	KS2	Total
Campsbourne Infants	16%		16%
Campsbourne Junior		12%	12%
Coleridge Primary	7%	20%	16%
Rokesly Infants	6%		6%
Rokesly Junior		13%	13%
St Gildas' RC Junior		7%	7%
St Mary's CE Infant	15%		15%
St Mary's CE Junior		17%	17%
St Peter in Chains RC Infants*	1%		1%
Totals	7%	14%	12%

Table 3.7: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Campsbourne Infants School	95%	50%	72%	86%	14%
Campsbourne Junior School	95%	53%	67%	85%	15%
Coleridge Primary School	98%	43%	81%	91%	9%
Rokesly Infant School	95%	55%	89%	94%	6%
Rokesly Junior School	97%	52%	83%	90%	10%
PA3 Total	96%	50%	80%	90%	10%

Completed building developments in PA 3

There have been 7 major housing developments completed since 1996.

Site	Number of units	Child yield calculation
Former Hornsey waterworks (phase i)	223	40
130-132 Tottenham Lane	75	29
Duke House, 75 Crouch Hall Road	14	8
Telecom House , Crouch End Hill	78	37
Holly Innocents Vicarage, Hillfield Avenue	12	5
122 Hillfield Avenue	21	15
12 Shepherds Hill	15	8
Total	438	142

Proposed housing developments in PA 3

There are 5 major housing developments currently being considered and 3 major housing developments granted by the planners

Site	Decision	Number of units	Child yield calculation
72-96 Park Road N8	Pending	40	12
9 Waverley Road N8 9QS	Pending	19	7
159 Tottenham Lane N8	Pending	18	5
Pembury Works,Campsbourne Road N8	Pending	33	14
Womersley House, Womersley Road and, Dickenson House Dickenson Road	Pending	44	27
Telecom House Crouch End Hill	Granted	84	40
124 Hillfield Avenue N8	Granted	11	4
Former Hornsey Waterworks High Street N8	Granted	397	109
Total		249 (646)	109 (218)

Children's Centre development.

- 32 Stonecroft children's centre will support the Hornsey & Muswell Hill communities. This will be in Phase 1.
- 33 Campsbourne Play centre will provide some children centre services and link into Stonecroft children's centre. This will be in Phase 2.
- 34 Campsbourne Infant & Junior schools will have a children's centre to support the Hornsey community. This will be in Phase 2
- 35 Rokesly Infant school will have a children's centre to support the Crouch End community. This will be in Phase 2

- 36 Rokesly Junior school will provide some children centre services and link into Rokesly Infant school children's centre. This will be in Phase 2.
- 37 Hornsey YMCA will provide some children centre services and link into Rokesly Infant school children's centre. This will be in Phase 2.

Conclusion

- 38 The projections for 4 year olds show a continuing upward trend. This is supported by increasing birth rates and a number of housing developments. This area is characterized by low mobility at both key stages, steady growth in school population and high demand for school places.
- 39 At the time of writing Campsbourne infant and junior schools have consulted and agreed that both schools would be merged together by creating a hard federation.
- 40 During September 05 to January 06 a full public consultation was conducted on the proposal to expand Coleridge primary school to 4 forms of entry by using the Ex-TUC site. The School Organisation Committee (SOC) met on 19th January to consider the proposal. The SOC could not unanimously agree the expansion of Coleridge School, so the proposal was submitted to The Office of the Schools Adjudicator to make the decision.
- 41 The adjudicator approved the proposal but changed the date the expansion would come into effect. Coleridge will take their first reception class of 120 pupils in September 2007. The approval is conditional on planning permission being granted by 31 January 2007.
- 42 In creating these additional 60 reception places, we are confident that there will be enough local school places to meet current and future demand of local parents.

Planning area 4

43 This planning area incorporates Stroud Green ward.

Table 4.1: Schools, PANs, reception numbers and unfilled reception places in planning area 4

School	Planned admission number 2005	Current Reception Nos.	Current Unfilled reception places
St Aidan's	30	30	0
Stroud Green	60	58	2
Weston Park	30	30	0
Totals	120	118	2

Table 4.2 GLA projections for planning area 4

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1st place preferences
2001/2		122	120	-
2002/3	188	118	120	145
2003/4	195	111	120	155
2004/5	182	109	120	188
2005/6	172	118	120	181
2006/7	183	135	120	136
2007/8	187	131	120	
2008/9		131	120	
2009/10		127	120	
2010/11		125	120	
2011/12		122	120	

Table 4.3: First place preference information

School	2002	2003	2004	2005	2006
St Aidan's	49	62	78	73	57
Stroud Green	57	54	51	45	41
Weston Park	39	39	59	63	38
Totals	145	155	188	181	136

Table 4.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006
St Aidan's	212	210	210	210	209
Stroud Green	379	372	344	328	333
Weston Park	233	232	231	229	226
Totals	824	814	785	767	768
Total Capacity	840	840	840	840	840
Percentage of total	1.9%	3.1%	6.5%	8.6%	8.5%
Surplus capacity					

Table 4.5: Total School Roll trends by year group

Year	Rolls PA 4							total
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	134	128	74	76	70	73	54	609
1998	128	130	118	109	78	69	76	708
1999	138	124	132	117	109	72	66	758
2000	129	118	110	129	115	109	69	779
2001	145	130	117	110	125	112	109	848
2002	118	145	112	120	114	111	109	829
2003	118	118	136	111	110	110	111	814
2004	111	117	113	131	101	103	109	785
2005	109	109	113	111	126	102	97	767
2006	118	114	104	107	105	120	100	768

Table 4.6: 2005 Mobility

School	KS1	KS2	Total
St Aidan's	0%	19%	13%
Stroud Green	6%	19%	14%
Weston Park	7%	16%	13%
Totals	4%	19%	14%

Table 4.7: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Stroud Green Primary School	96%	50%	77%	84%	16%
Weston Park Primary School	99%	72%	83%	91%	9%
PA4 Total	97%	59%	80%	87%	13%

Completed building developments in PA 4

There has been one major housing development in this area.

Site	Number of units	Child yield calculation
6-18 Mount Pleasant Villas	16	5

Proposed housing developments in PA 4

There are no major housing developments proposed in PA4

Children’s Centre development.

- 44 Stroud Green Primary school will have a children’s centre to support the Stroud Green community. This will be in phase 1

Conclusion

- 45 The roll projections for 4 year olds indicated relative stability around the current numbers. This area has a low mobility during key stages. The school population has fluctuated over the past 10 years, but has become more stable in the past 3 years. There is one major building works and no known plans in the area that would have additional impact upon the demand for school places.
- 46 Although there is a high demand for both St Aidans and Weston Park Primary schools, Stroud Green Primary school remains under-subscribed.
- 47 With the extra 60 reception places being created by the expansion of Coleridge primary in Crouch End, there is no need to create additional places in this area.
- 48 This situation will be kept under continuous review.

Planning area 5

49 This planning area incorporates Harringay ward.

Table 5.1: Schools, PANs, reception numbers and unfilled reception places in planning area 5

School	Planned admission number 2005	Current Reception Nos.	Current Unfilled reception places
North Harringay Primary	81	75	6
South Harringay Infants	60	58	2
South Harringay Juniors			
Totals	141	133	8

Table 5.2 GLA projections for planning area 5

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1 st place preferences
2001/2		138	141	-
2002/3	206	121	141	118
2003/4	194	110	141	138
2004/5	198	139	141	118
2005/6	191	133	141	117
2006/7	215	162	141	105
2007/8	219	164	141	
2008/9		169	141	
2009/10		173	141	
2010/11		173	141	
2011/12		171	141	

Table 5.3: First place preference information

School	2002	2003	2004	2005	2006
North Harringay Primary	63	64	67	68	49
South Harringay Infants	55	74	51	49	56
South Harringay Juniors					
Total	118	138	118	117	105

Table 5.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006
North Harringay Primary	424	423	410	434	441
South Harringay Infants	177	176	170	177	172
South Harringay Juniors	221	235	224	223	230
Totals	822	834	804	834	847
Total Capacity	987	987	987	987	987
Percentage of total Surplus capacity	16.71%	15.50%	18.54%	15.50%	14.18%

Table 5.5: Total School Roll trends by year group

Year	Rolls PA 5							total
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	137	137	143	124	126	110	113	890
1998	134	145	127	150	125	132	116	929
1999	128	146	147	120	150	117	132	940
2000	116	129	132	134	117	144	119	891
2001	127	107	124	130	129	109	147	873
2002	138	118	107	115	120	118	106	822
2003	121	139	114	107	115	118	120	834
2004	108	119	131	114	101	116	115	804
2005	139	116	121	136	116	97	109	834
2006	134	127	115	117	140	112	102	847

Table 5.6: 2005 Mobility

School	KS1	KS2	Total
North Harringay Primary	8%	23%	18%
South Harringay Infants	16%		16%
South Harringay Juniors		32%	32%
Total	12%	27%	22%

Table 5.7: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
North Harringay Primary School	95%	59%	78%	85%	15%
South Harringay Infant School	96%	62%	89%	95%	5%
South Harringay Junior School	97%	53%	79%	88%	12%
PA5 Total	96%	58%	81%	88%	12%

Completed building developments in PA 5

There have been 8 major housing developments completed since 1996.

Site	Number of units	Child yield calculation
Former filling station, 278b Wightman Road	14	7
Coliseum, Green Lanes	15	1
Dylan Thomas House, Denmark Road	31	31
4-14 The Mews, Turnpike Lane	12	3
461 West Green Road	12	1
Railway Approach, 010 Wightman Road	13	1
Dylan Thomas House, Denmark Road	12	6
Wightman road depot, Wightman Road	17	2
Total	126	52

Proposed housing developments in PA 5

There are no major housing developments proposed in PA 5

Children's Centre development.

- 50 South Harringay Infant & Junior schools will have a children's centre to support the Harringay community. This will be in Phase 2
- 51 North Harringay Primary school will provide some children centre services and link into South Harringay Infant & Junior school children's centre. This will be in Phase 2.

Conclusion

- 52 The roll projections for 4 year olds indicated relative stability around the current numbers. The school population has fluctuated over the past 10 years, but has become more stable in the past 2 years.
- 53 Although it appears that reception places in Harringay ward are close to maximum, this may not necessarily be a true representation of place demand in this area. Schools in this area continue to receive allocations of children whose parents' preferences were for the Crouch End area. With the additional 60 reception places being created from the expansion of Coleridge primary, in future some of these parents will receive places more local to them and will not have to cross the travel barrier of the Kings Cross railway line. This may alleviate some of the demand on these two schools.

- 54 The situation will be closely monitored to establish the effects of additional school places in Crouch End on both North and South Harringay schools. If demand grows, then the possibility of expanding North Harringay to a 90-place reception will be explored.

Planning area 6

55 This planning area incorporates St Ann's, and parts of Seven Sisters and West Green wards.

Table 6.1: Schools, PANs, reception numbers and unfilled reception places in planning area 6

School	Planned admission number 2005	Current Reception Nos.	Current Unfilled reception places
Chestnuts Primary	60	60	0
Seven Sisters Primary*	81	68	13
St Ann's CE Primary	30	28	2
St John Vianney RC	30	30	0
St Mary's RC Infant	60	53	7
St Mary RC Junior			
West Green Primary	30	34	+4
Totals	291	273	18

*60 from Sep 2007

Table 6.2 GLA projections for planning area 6

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1 st place preferences
2001/2		296	291	-
2002/3	198	285	291	310
2003/4	222	271	291	303
2004/5	212	284	291	300
2005/6	215	273	291	307
2006/7	233	275	291	222
2007/8	214	293	270	
2008/9		302	270	
2009/10		307	270	
2010/11		313	270	
2011/12		315	270	

Table 6.3: First place preference information

School	2002	2003	2004	2005	2006
Chestnuts Primary	47	63	53	60	30
Seven Sisters Primary	82	60	62	56	36
St Ann's CE Primary	53	50	50	50	28
St John Vianney RC	30	30	30	30	36
St Mary's RC Infant	56	56	58	56	53
St Mary RC Junior					
West Green Primary	42	44	47	55	39
Total	310	303	300	307	222

Table 6.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006
Chestnuts Primary	397	405	397	394	401
Seven Sisters Primary	584	574	523	533	515
St Ann's CE Primary	206	210	203	209	198
St John Vianney RC	207	210	202	201	202
St Mary's RC Infant	178	176	120	178	172
St Mary RC Junior	235	236	235	239	230
West Green Primary	214	210	198	220	220
Total	2021	2007	1938	1974	1938
Total Capacity	2037	2037	2037	2037	2037
Percentage of total Surplus capacity	0.79%	1.47%	4.86%	3.10%	4.86%

Table 6.5: Total School Roll trends by year group

Year	Rolls PA 6							total
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	307	300	295	284	294	260	274	2014
1998	276	308	293	289	281	297	261	2005
1999	284	282	298	276	289	283	290	2002
2000	302	293	276	286	281	283	282	2003
2001	286	303	293	274	294	288	281	2019
2002	296	287	293	293	275	291	286	2021
2003	285	303	285	290	284	271	289	2007
2004	230	290	293	278	294	288	265	1938
2005	284	274	286	291	267	284	288	1974
2006	273	284	269	275	281	273	283	1938

Table 6.6: 2005 Mobility

School	KS1	KS2	Total
Chestnuts Primary	6%	22%	17%
Seven Sisters Primary	13%	36%	29%
St Ann's CE Primary	31%	4%	22%
St John Vianney RC	20%	7%	16%
St Mary's RC Infant	5%		5%
St Mary RC Junior		14%	14%
West Green Primary	13%	43%	31%
Total	8%	30%	22%

Table 6.7: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Chestnut's Primary School	93%	44%	70%	86%	14%
Seven Sisters Primary School	96%	59%	80%	91%	9%
West Green Primary School	100%	51%	75%	89%	11%
PA6 Total	96%	52%	75%	89%	11%

Completed building developments in PA 6

There have been 3 major housing developments completed since 1996.

Site	Number of units	Child yield calculation
250-266 St Anne's Road	71	31
The Salisbury Public House, Green Lanes	14	1
Conway Road Depot, Conway Road	11	4
Total	96	36

Proposed housing developments in PA 6

No major housing developments application have been submitted to planners in PA 6

- 56 The site of the St Ann's hospital has been identified as a possible location to build 500 units. However this plan can not be further developed until the PCT have completed a service provision review and determined where services will be located.

Children's Centre development.

- 57 Woodlands Park Children's centre (formally Known as Woodlands Park EEC & Nursery). This is a phase one centre and offers the full range of services.
- 58 Seven Sisters Primary school will have a children's centre to support the St Ann's & part Tottenham Green communities. This will be in Phase 2

Conclusion

- 59 The birth rate and reception class projections indicate relative stability, however in reality the number of reception pupils has slight declined. Reception applications have declined by 87. This could be a result of co-ordinated admissions or a shift in location of temporary housing. This area has low mobility during key stage 1, but high mobility during key stage 2. The school population has fluctuated over the past 10 years, and are currently at their lowest.
- 60 There are relatively few major housing developments and no current plans that would affect the current pupil roll situation.
- 61 In response to the current declining rolls Seven Sister's primary PAN has been reduced to 60 from 81. St Mary's RC infant and junior schools have consulted on and agreed that both schools should be merged by creating a hard federation.
- 62 This situation will be kept under annual review.

Planning area 7

63 This planning area incorporates the majority of Seven Sisters ward.

Table 7.1: Schools, PANs, reception numbers and unfilled reception places in planning area 7

School	Planned admission number 2005	Current Reception Nos.	Current Unfilled reception places
Crowland	60	51	9
St Ignatius RC primary	60	50	10
Stamford Hill primary	30	27	3
Tiverton primary	60	45	15
Totals	210	173	37

Table 7.2 GLA projections for planning area 7

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1st place preferences
2001/2		211	210	
2002/3	278	205	210	215
2003/4	244	189	210	192
2004/5	242	169	210	205
2005/6	240	173	210	187
2006/7	240	164	210	135
2007/8	268	178	210	
2008/9		183	210	
2009/10		185	210	
2010/11		189	210	
2011/12		191	210	

Table 7.3: First place preference information

School	2002	2003	2004	2005	2006
Crowland	57	59	54	55	24
St Ignatius RC primary	65	65	65	65	59
Stamford Hill primary	42	28	42	30	18
Tiverton primary	51	40	44	37	34
Total	215	192	205	187	135

Table 7.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006
Crowland	392	380	367	348	343
St Ignatius RC primary	419	396	342	357	363
Stamford Hill primary	201	187	188	193	187
Tiverton primary	338	343	314	318	344
Total	1350	1306	1211	1216	1237
Total Capacity	1470	1470	1470	1470	1470
Percentage of total Surplus capacity	8.16%	11.16%	17.62%	17.28%	15.85%

Table 7.5: Total School Roll trends by year group

Year	Rolls PA 7							total
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	197	199	179	202	179	165	168	1289
1998	188	204	190	179	205	174	171	1311
1999	182	204	203	198	170	195	175	1327
2000	189	171	189	202	186	164	200	1301
2001	201	190	169	188	203	186	169	1306
2002	221	211	183	165	190	202	178	1350
2003	205	199	184	182	149	183	204	1306
2004	153	190	188	181	169	148	182	1211
2005	169	178	194	182	174	170	149	1216
2006	173	158	183	196	192	171	164	1237

Table 7.6: 2005 Mobility

School	KS1	KS2	Total
Crowland	14%	34%	27%
St Ignatius RC primary	3%	16%	11%
Stamford Hill primary	24%	43%	37%
Tiverton primary	8%	41%	28%
Total	10%	33%	25%

Table 7.7: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Crowland Primary School	95%	53%	80%	88%	12%
Stamford Hill Primary School	92%	51%	70%	75%	25%
Tiverton Primary School	95%	57%	77%	87%	13%
PA7 Total	94%	54%	76%	85%	15%

Completed building developments in PA 7

There has been one major housing development completed since 1996.

Site	Number of units	Child yield calculation
Woodberry Down Baptist Church, Varsity Road.	24	2

Proposed housing developments in PA 7

There are 2 major housing developments currently being considered and 3 major housing developments granted by the planners

Site	Decision	Number of units	Child yield calculation
318-320 High Road N15	Pending	15	6
16-52 High Road N15	Pending	18	11
Arena Estate off Finsbury Park Avenue N4	Granted	28	13
Corner of Lemsford Close & Grovelands Road N15	Granted	58	25
Omega Works Hermitage Road N4 1NA	Granted	66	10
Total		185	65

- 64 A major development of 4000 units of affordable housing is planned over in the Hackney border on the Woodbury Down estate by Seven Sisters road. However, Hackney council propose a new 3fe school to serve this new estate.

Children's Centre development.

- 65 Plevna Children's centre (will be in new purpose built building on the edge of Paignton Park from spring 07). This is a phase one centre and offers the full range of services.
- 66 Continuation of Partnership work with LB Hackney to develop a service plan for the Lubavitch Children's Centre in Stamford Hill to support the Orthodox Jewish Charedi community living in Seven Sisters.

Conclusion

- 67 There is currently falling reception rolls within this planning area. There are very few Haringey based major housing proposals or completed developments that will have an impact upon the demand for school places. This area has low mobility during key stage 1, but high mobility during key stage 2.

- 68 There is the possibility that school places could be taken in coming years by residents of the large Woodbury Down development over the Hackney border. However as part of this development a new 3fe primary school will be built on the estate for 2009 to serve the expected demand of increasing pupil numbers. Hackney are not depending on Haringey schools to meet this expected demand.
- 69 The low number of 1st place applications to Crowlands is probably a result of the fire in 2005. It is expected that applications will increase in the future.
- 70 This is one of the planning areas with a large amount of surplus capacity, coupled with falling rolls and Hackneys school development plans, we suggest a detailed review of demand and availability of school places in partnership with schools, is conducted during the 06/07 school year to ensure there are sufficient places to meet demand.

Planning area 8

71 This planning area incorporates Tottenham Green ward.

Table 8.1: Schools, PANs, reception numbers and unfilled reception places in planning area 8

School	Planned admission number 2005	Current Reception Nos.	Current Unfilled reception places
Earlsmead	60	55	5
Welbourne	60	44	16
Totals	120	99	21

Table 8.2 GLA projections for planning area 8

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1 st place preferences
2001/2		124	120	-
2002/3	225	110	120	102
2003/4	250	111	120	126
2004/5	251	110	120	113
2005/6	246	99	120	102
2006/7	288	103	120	90
2007/8	257	106	120	
2008/9		107	120	
2009/10		109	120	
2010/11		111	120	
2011/12		112	120	

Table 8.3: First place preference information

School	2002	2003	2004	2005	2006
Earlsmead	49	75	63	47	35
Welbourne	53	51	50	55	55
Total	102	126	113	102	90

Table 8.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006
Earlsmead	398	398	396	392	386
Welbourne	367	384	358	366	370
Total	765	782	754	758	753
Total Capacity	840	840	840	840	840
Percentage of total	8.93%	6.91%	10.24%	9.76%	10.36%
Surplus capacity					

Table 8.5: Total School Roll trends by year group

Year	Rolls PA 8							total
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	108	94	94	81	87	77	80	621
1998	111	106	86	98	69	85	70	625
1999	116	105	108	76	101	73	80	659
2000	116	114	112	112	71	105	85	715
2001	119	117	114	116	109	80	105	760
2002	124	115	110	109	116	115	76	765
2003	110	119	119	113	108	108	105	782
2004	111	108	115	112	107	102	99	754
2005	110	114	110	108	115	99	102	758
2006	99	115	111	113	109	107	99	753

Table 8.6: 2005 Mobility

School	KS1	KS2	Total
Earlsmead	8%	37%	27%
Welbourne	17%	42%	33%
Total	12%	44%	32%

Table 8.7: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Earlsmead Primary School	95%	50%	72%	83%	17%
Welbourne Primary School	95%	51%	68%	84%	16%
PA8 Total	95%	51%	70%	84%	16%

Completed building developments in PA 8

There have been 5 major housing developments completed since 1996.

Site	Number of units	Child yield calculation
Former Goods Yard Site, High Road	246 (majority are studio flats)	6
Jewish Home And Hospital, 295 High Road	63	34
Jewish Home And Hospital, 295 High Road	16	11
Former Stone Works, Dorset Road	12	9
Mountford House, Tottenham Green East	25	14
Total	362	74

Proposed housing developments in PA 8

There is 1 major housing development currently being considered and 5 major housing developments granted by the planners

Site	Decision	Number of units	of Child calculation	yield
20-22 Avenue Road N15	Pending	12	2	
1 & 2 Tottenham Green East & 280-288 High Road N17	Granted	22	4	
280-296 High Road & 1-3 Tottenham Gr. East N15 4DQ	Granted	30	12	
344 High Road N15 4BN	Granted	41	15	
278 High Road N15 4AJ	Granted	14	8	
Saltram Close Housing Estate N15	Granted	44	33	
Total		163	74	

72 A planning application for Hale village will be submitted to the planning department. The location of the development is around Tottenham Hale station. There are 1244 units proposed within the Hale Village development, yielding an estimated 608 children (see PA 9). This application is only for the GLS site. A separate application will be submitted for the current Hale Wharf site. It is anticipated that the planning application will be for approximately 500 units.

Children's Centre development.

73 Welbourne primary school will have a main children's centre to support part of the Tottenham Green and part of the Bruce Grove communities. This will be in Phase 2.

74 Earlsmead primary school will have a main children's centre to support part of the Tottenham Hale and part of the Tottenham Green communities. This will be in Phase 2.

Conclusion

75 The school roll projections provided to us from the GLA, do not take account of the locality of large developments, and are based predominantly on PLASC history and birth information. Currently the birth rate and reception class projections remain steady, along with the reception applications. However we expect these trends to raise once Hale village becomes populated.

76 As noted above a planning application has been submitted to the council for the development of Hale village. There are vacant spaces in local schools and expect these to be taken up by children from the development. However, due to the size of the development we are currently in discussion with the developer over future primary school place provision in the area.

77 The situation for school places will be kept under annual review.

Planning area 9

78 This planning area incorporates Tottenham Hale ward.

Table 9.1: Schools, PANs, reception numbers and unfilled reception places in planning area 9

School	Planned admission number 2005	Current Reception Nos.	Current Unfilled reception places
Coleraine Park Primary	60	58	2
Ferry Lane Primary	30	29	1
Mulberry Primary	90	90	0
The Green CE Primary	30	26	4
Totals	210	203	7

Table 9.2 GLA projections for planning area 9

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1st place preferences
2001/2		209	210	
2002/3	253	196	210	195
2003/4	257	198	210	207
2004/5	266	197	210	201
2005/6	245	203	210	186
2006/7	249	193	210	151
2007/8	261	202	210	
2008/9		205	210	
2009/10		206	210	
2010/11		207	210	
2011/12		210	210	

Table 9.3: First place preference information

School	2002	2003	2004	2005	2006
Coleraine Park Primary	44	51	66	46	33
Ferry Lane Primary	38	38	31	27	11
Mulberry Primary	73	88	74	73	82
The Green CE Primary	40	30	30	40	25
Total	195	207	201	186	151

Table 9.4: Total number of pupils on roll (reception to year 6)

Year	Rolls PA 9							total
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	194	198	189	203	197	196	157	1334
1998	199	205	197	187	198	203	193	1382
1999	190	209	208	199	197	195	188	1386
2000	195	204	211	209	197	197	184	1397
2001	196	210	208	217	205	197	193	1426
2002	209	204	207	209	211	198	190	1428
2003	196	211	201	205	195	204	204	1416
2004	198	210	207	202	203	194	200	1414
2005	197	194	206	209	191	200	198	1395
2006	203	195	189	211	209	193	194	1394

Table 9.5: Total School Roll trends by year group

School	2002	2003	2004	2005	2006
Coleraine Park Primary	415	414	404	407	401
Ferry Lane Primary	207	195	197	199	193
Mulberry Primary	604	606	613	585	607
The Green CE Primary	202	201	200	204	193
Total	1428	1416	1414	1395	1394
Total Capacity	1470	1470	1470	1470	1470
Percentage of total Surplus capacity	2.86%	3.67%	3.81%	5.10%	5.17%

Table 9.6: 2005 Mobility

School	KS1	KS2	Total
Coleraine Park Primary	12%	38%	30%
Ferry Lane Primary	3%	25%	18%
Mulberry Primary	14%	38%	29%
The Green CE Primary	7%	21%	16%
Total	11%	35%	27%

Table 9.7: Summary of distances pupils live from their school

School Name	% of pupils mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Coleraine Park Primary School	97%	53%	77%	94%	6%
Ferry Lane Primary School	99%	69%	73%	90%	10%
Mulberry Primary School	97%	63%	83%	90%	10%
PA9 Total	97%	61%	79%	91%	9%

Completed building developments in PA 9

There have been 4 major housing developments completed since 1996.

Site	Number of units	Child yield calculation
636-638 High Road	26	7
Former Dairycrest Depot, Hampden Lane	28	13
178 Landsdowne Road	26	11
Former Wispart Ltd. Factory Lane	14	2
Total	94	33

Proposed housing developments in PA 9

Four major housing developments have been granted in PA9. Together there is a combined unit total of 104. The estimate for the child yield is between 9-24.

Two housing developments are pending agreement by the planning department. There is a combined unit total of 76. The estimate for the child yield is between 4-18.

There is 1 major housing development currently being considered and 6 major housing developments granted by the planners

Site	Decision	Number of units	Child yield calculation
148-156 High Road N15	Pending	27	6
Former Goods Yard Site adjacent to S. Tottenham Station, High Road N15	Granted	246 (225 bedsits)	7
612 High Road N17	Granted	18	4
658 High Road N17	Granted	13	13
22-70 Dowsett Road N17 9DD	Granted	19	8
143 Broad Lane N15 4QX	Granted	54	10
Silver Industrial Estate. Reform Row N17	Granted	25	10
Total		402	58

- 79 A planning application for Hale village will be submitted to the planning department. The located of the development is around Tottenham Hale station. There are 1244 units proposed within the Hale Village development, yielding an estimated 608 children. This application is only for the GLS site. A separate application will be submitted for the current Hale Wharf site. It is anticipated that the planning application will be for approximately 500 units.

Children's Centre development.

- 80 Pembury Children's centre (formerly known as Pembury House EEC & Nursery School). This is a phase one centre and offers the full range of services.
- 81 The Green Cof E school will provide some children centre services and link into Welbourne Primary to support the South Tottenham hale community. This will be in Phase 2.
- 82 Ferry Lane school will provide some children centre services and link into Welbourne Primary to support the South Tottenham hale community. This will be in Phase 2.
- 83 Mulberry primary school will provide some children centre services and link into Pembury Children's centre to support the North Tottenham hale community. This will be in Phase 2.
- 84 Coleraine Primary school will provide some children centre services and link into Pembury Children's centre to support the North Tottenham hale community. This will be in Phase 2.

Conclusion

- 85 The school roll projections provided to us from the GLA, do not take account of the locality of large developments, and are based predominantly on PLASC history and birth information. Currently the birth rate and reception class projections remain steady, along with the reception applications. However we expect these trends to raise once Hale village becomes populated.
- 86 As noted above a planning application has been submitted to the council for the development of Hale village. There are vacant spaces in local schools and expect these to be taken up by children from the development. However, due to the size of the development we are currently in discussion with the developer over future primary school place provision in the area.
- 87 The situation for school places will be kept under annual review.

Planning area 10

88 This planning area incorporates Northumberland Park ward.

Table 10.1: Schools, PANs, reception numbers and unfilled reception places in planning area 10

School	Planned admission number 2005	Current Reception Nos.	Current Unfilled reception places
Lancasterian Primary	58	55	3
Lea Valley Primary	60	60	0
St Francis de Sales RC Infants	90	90	0
St Francis de Sales RC Juniors			
St Paul's & All Hallows CE Infants	60	60	0
St Paul's & All Hallows CE Juniors			
Totals	268	265	3

Table 10.2 GLA projections for planning area 10

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1 st place preferences
2001/2		271	268	-
2002/3	204	266	268	339
2003/4	193	286	289	318
2004/5	252	264	268	304
2005/6	234	265	268	307
2006/7	263	306	268	281
2007/8	279	295	268	
2008/9		302	268	
2009/10		305	268	
2010/11		309	268	
2011/12		314	268	

Table 10.3: First place preference

School	2002	2003	2004	2005	2006
Lancasterian Primary	78	72	57	56	47
Lea Valley Primary	81	74	75	79	77
St Francis de Sales RC Infants	103	95	95	95	94
St Francis de Sales RC Juniors					
St Paul's & All Hallows CE Infants	77	77	77	77	63
St Paul's & All Hallows CE Juniors					
Total	339	318	304	307	281

Table 10.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006
Lancasterian Primary*	434	431	419	415	416
Lea Valley Primary	452	423	426	425	424
St Francis de Sales RC Infants	270	266	268	264	269
St Francis de Sales RC Juniors***		301	326	350	356
St Paul's & All Hallows CE Infants	180	180	180	179	180
St Paul's & All Hallows CE Juniors	230	233	227	232	236
Total	1834	1834	1846	1865	1881
Total Capacity	1858	1858	1888	1918	1918
Percentage of total surplus capacity	1.29%	1.29%	2.22%	2.76%	1.93%

* Lancasterian has budge years of 21 in year 2 & 5

** Lea Valley last took a budge year of 30 in Sep 95

***St Francis de Sales RC expanded in sep 1999 to take 90 pupils.

Table 10.5: Total School Roll trends by year group

Year	Rolls PA 10							Total
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	260	264	240	233	230	234	206	1667
1998	234	262	262	235	238	233	231	1695
1999	262	237	262	264	237	242	232	1736
2000	261	267	232	261	260	232	235	1748
2001	293	265	262	237	263	263	232	1815
2002	271	290	264	262	238	248	261	1834
2003	266	273	287	266	258	236	248	1834
2004	286	269	269	287	262	251	222	1846
2005	264	274	263	267	285	262	250	1865
2006	265	266	278	266	265	283	258	1881

Table 10.6: 2005 Mobility

School	KS1	KS2	Total
Lancasterian Primary	5%	20%	15%
Lea Valley Primary	13%	28%	23%
St Francis de Sales RC Infants	2%		2%
St Francis de Sales RC Juniors		6%	6%
St Paul's & All Hallows CE Infants	10%		10%
St Paul's & All Hallows CE Juniors		8%	8%
Total	7%	15%	12%

Table 10.7: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Lancasterian Primary School	94%	52%	84%	92%	8%
Lea Valley Primary School	96%	69%	82%	85%	15%
PA10 Total	95%	61%	83%	89%	11%

Completed building developments in PA 10

There have been 3 major housing developments completed since 1996.

Site	Number of units	Child yield calculation
Northumberland Park House	20	9
Blaydon Close	15	5
1-49 Meridian Walk	74	54
Total	109	68

Proposed housing developments in PA 10

There is 1 major housing development currently being considered and 6 major housing developments granted by the planners

Site	Decision	Number of units	Child yield calculation
658-660 High Road N17	Pending	34	11
62-70 Northumberland Park N17	Granted	14	6
Blaydon Close, Northumberland Park N17	Granted	15	5
Northumberland Park House, Northumberland Park	Granted	20	10
6-8 James Place N17 8NR	Granted	12	5
Three Compasses, Queen Street N17 8HU	Granted	23	10
Harpers Yard, Ruskin Road N17 8QQ	Granted	16	5
Total		134	52

89 The area around White Hart Lane football stadium has been identified in the Mayors Draft Spatial Strategy as a potential regeneration area. The area has the potential capacity to build a further 400-600 units.

Children's Centre development.

90 No current plans for this Planning Area.

Conclusion

- 91 The schools in this planning area are either full or very close to capacity in their reception years with a total surplus of 3 reception places for the whole area. The projections for 4 year olds show a continuing upward trend. This is supported by increasing birth rates and a few housing developments in Haringey and Enfield. This area is characterized by low mobility at both key stages, steady growth in school population and an increasing demand for school places.
- 92 If the White Hart Lane football stadium regeneration proposals are also taken forward, then there will be a need to create additional school places in this area.
- 93 If there is a need to create additional places then the PAN of Devonshire Hill primary school (in PA11) could be increased. However this should only be considered once demand has been demonstrated.
- 94 St Pauls & All Hallows infant and junior schools have consulted on and agreed that both schools should be merged by creating a hard federation.
- 95 The situation for school places will be kept under annual review.

Planning area 11

96 This planning area incorporates White Hart Lane ward.

Table 11.1: Schools, PANs, reception numbers and unfilled reception places in planning area 11

School	Planned admission number 2005	Current Reception Nos.	Current Unfilled reception places
Devonshire Hill*	75	57	18
Risley Avenue	90	79	11
Totals	165	136	29

*60 from Sep 2007

Table 11.2 GLA projections for planning area 11

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1st place preferences
2001/2		154	165	
2002/3	181	149	165	153
2003/4	208	136	165	145
2004/5	190	135	165	145
2005/6	234	136	165	131
2006/7	205	127	165	119
2007/8	193	130	150	
2008/9		132	150	
2009/10		133	150	
2010/11		135	150	
2011/12		138	150	

Table 11.3: First place preference information

School	2002	2003	2004	2005	2006
Devonshire Hill	65	58	62	59	46
Risley Avenue	88	87	83	72	73
Total	153	145	145	131	119

Table 11.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006
Devonshire Hill	414	424	409	408	397
Risley Avenue	620	622	620	610	604
Total	1034	1046	1029	1018	1001
Total Capacity	1155	1155	1155	1155	1155
Percentage of total Surplus capacity	10.48%	9.44%	10.90%	11.86%	13.33%

Table 11.5: Total School Roll trends by year group

Year	Rolls PA 11							total
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	157	141	147	143	128	153	119	988
1998	140	147	152	148	151	148	132	1018
1999	141	139	161	147	155	151	146	1040
2000	135	134	140	153	141	150	158	1011
2001	151	139	141	147	147	139	148	1012
2002	154	146	148	146	144	145	151	1034
2003	149	156	149	148	151	146	147	1046
2004	136	152	152	149	147	147	149	1032
2005	135	143	149	152	147	145	147	1018
2006	136	141	140	147	151	144	142	1001

Table 11.6: 2005 Mobility

School	KS1	KS2	Total
Devonshire Hill	9%	32%	24%
Risley Avenue	8%	34%	25%
Total	8%	32%	25%

Table 11.7: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Devonshire Hill Primary School	97%	33%	77%	89%	11%
Risley Avenue Primary School	97%	37%	81%	93%	7%
PA11 Total	97%	36%	80%	92%	8%

Completed building developments in PA 11

86. There have been two major housing developments completed since 1996.

Site	Number of units	Child yield calculation
White Hart P.H, Devonshire Hill Lane	24	18
Falconer Court, Compton Crescent N17 7SU	21	8
Land North Off Allington Avenue	16	5
Total	61	31

Proposed housing developments in PA 11

There is 1 major housing development currently being considered and 2 major housing developments granted by the planners

Site	Decision	Number of units	Child yield calculation
315 The Roundway N17 7AB	Pending	53	27
Middx University White Hart Lane N17 8HR	Granted	81	33
Middlesex University White Hart Lane N17	Granted	123	51
Total		257	111

97 On the Enfield border the Bull Lane development is currently going through the final phases of planning. The expectation is the development will be approved. The site is 4 acres and one third of this land will be developed for family housing.

Children's Centre development.

98 Rowland Hill children's centre (formerly known as Rowland Hill EEC & Nursery School). This is a phase one centre and offers the full range of services.

Conclusion

99 The birth rate and reception class projections remain steady. Reception applications have declined slightly but this could be a result of co-ordinated admissions. This area has low mobility during key stage 1, but high mobility during key stage 2. The school population has fluctuated over the past 10 years, and are currently at the lowest since 1997.

100 Devonshire Hill primary school has in effect operated as a 2fe for a number of years; in agreement with the school we are formally reducing the PAN to 60 from 75.

101 There are relatively few major housing developments that would affect the current demand for places. The impact of the Bull Lane development in Enfield and regeneration proposals along the Tottenham corridor may result in the need to create additional school places in Devonshire Hill primary school. When there is the demand to increase the school to a 3fe then this option should be considered.

102 The situation for school places will be kept under annual review.

Planning area 12

103 This planning area incorporates Bruce Grove ward and part of West Green ward.

Table 12.1: Schools, PANs, reception numbers and unfilled reception places in planning area 12

School	Planned admission number 2005	Current Reception Nos.	Current Unfilled reception places
Belmont Infant	56	55	1
Belmont Junior			
Broadwater Farm Primary*	81	58	23
Bruce Grove Primary School	60	53	7
Downhills Primary	60	57	3
Totals	257	223	34

Reducing PAN to 60 for September 08 subject to executive agreement.

Table 12.2 GLA projections for planning area 12

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1st place preferences
2001/2		249	257	-
2002/3	246	246	257	259
2003/4	248	249	257	276
2004/5	234	234	257	256
2005/6	258	223	257	213
2006/7	254	210	257	229
2007/8	274	226	257	
2008/9		231	236	
2009/10		233	236	
2010/11		234	236	
2011/12		235	236	

Table 12.3: First place preference information

School	2002	2003	2004	2005	2006
Belmont Infant	57	65	71	70	66
Belmont Junior					
Broadwater Farm Primary	72	66	52	32	57
Bruce Grove Primary School	72	70	67	58	46
Downhills Primary	58	75	66	53	60
Total	259	276	256	213	229

Table 12.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006
Belmont Infant	164	162	168	166	168
Belmont Junior	223	207	203	204	218
Broadwater Farm Primary*	462	475	495	481	450
Bruce Grove Primary School	412	416	410	416	400
Downhills Primary	401	392	391	404	397
Total	1662	1652	1667	1671	1633
Percentage of total Surplus capacity	1736	1757	1778	1799	1799
Total Capacity	4.26%	5.98%	6.24%	7.12	9.23%

*Broadwater Farm was expanded in sep 1998 to take 81 pupils.

Table 12.5: Total School Roll trends by year group

Year	Rolls PA 12							total
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	249	234	261	224	256	217	225	1666
1998	251	253	215	234	230	253	221	1657
1999	243	257	240	233	232	229	256	1690
2000	243	243	247	226	237	236	221	1653
2001	245	246	239	237	226	228	226	1647
2002	249	255	240	230	231	229	228	1662
2003	246	243	248	239	219	220	237	1652
2004	248	253	244	239	238	220	225	1667
2005	234	256	250	241	235	236	219	1671
2006	223	218	251	240	235	230	236	1633

Table 12.6: 2005 Mobility

School	KS1	KS2	Total
Belmont Infant	8%		8%
Belmont Junior		19%	19%
Broadwater Farm Primary	11%	26%	20%
Bruce Grove Primary School	19%	43%	35%
Downhills Primary	16%	49%	38%
Total	13%	42%	31%

Table 12.7: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Belmont Infant School	96%	56%	88%	93%	7%
Belmont Junior School	93%	49%	82%	91%	9%
Broadwater Farm Primary School	99%	75%	89%	95%	5%
Bruce Grove Primary School	93%	56%	79%	90%	10%
Downhills Primary School	95%	45%	71%	87%	13%
PA12 Total	95%	58%	81%	91%	9%

Completed building developments in PA12

There have been 8 major housing developments completed since 1996.

Site	Number of units	Child yield calculation
6 Bruce Grove	19	14
3-25 Pembury Road	19	9
579d High Road	13	6
Former High cross upper school, High Road	28	8
Pembury House, 593-599 high road	13	3
Milton Road depot, 70 Milton Road	67	42
Dagmar Arms Cornwall Road	26	9
Tangmere house Willan Road	12	5
Total	197	96

Proposed housing developments in PA 12

There are 4 major housing developments granted by the planners

Site	Decision	Number of units	Child yield calculation
472-480 West Green Road N15	Granted	22	11
415-419 High Road N17	Granted	52	5
658 High Road N17	Granted	13	9
339 Lordship Lane N17 6AZ	Granted	14	5
Total		101	30

Children's Centre development.

- 104 Broadwater Farm Children's centre opened in September 2005. This centre offers the full range of services.
- 105 Sefkat Nursery will have a main children's centre to support parts of west green and Bruce grove communities. This will be in Phase 2.
- 106 Bruce Grove primary school will provide some children centre services and link into Sefkat Nursery. This will be in Phase 2.

Conclusion

- 107 The birth rate and reception class projections remain steady. The total number of reception applications have also remained steady. There is low mobility during key stage 1, but very high mobility during key stage 2. The school population has remand stable in this area. There are relatively few major housing developments and no plans that would affect the current situation.
- 108 The demand for school places in parts of this area are to some extent masked by surplus capacity in others. At the current time there is no need to increase primary school provision within this PA.
- 109 In consultation with Broadwater Farm Primary we will be reducing their PAN to 60 from 81 for September 2008. Any future increases back to 81 will be considered if there is sufficient and continued demand for the places.
- 110 The situation for school places will be kept under annual review.

Planning area 13

111 This planning area incorporates Noel Park ward.

Table 13.1: Schools, PANs, reception numbers and unfilled reception places in planning area 13

School	Planned admission number 2005	Current Reception Nos.	Current Unfilled reception places
Alexandra Primary*	60	28	32
Noel Park Primary	81	69	12
Totals	141	97	44

*30 from Sep 2007

Table 13.2 GLA projections for planning area 13

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1st place preferences
2001/2		120	141	-
2002/3	75	75	141	69
2003/4	87	87	141	79
2004/5	104	104	141	89
2005/6	99	97	141	77
2006/7	79	76	141	56
2007/8	98	90	111	
2008/9		93	111	
2009/10		94	111	
2010/11		96	111	
2011/12		97	111	

Table 13.3: First place preference information

School	2002	2003	2004	2005	2006
Alexandra Primary	28	32	28	32	20
Noel Park Primary	41	47	61	45	36
Total	69	79	89	77	56

Table 13.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006
Alexandra Primary	227	216	205	181	192
Noel Park Primary	499	450	435	455	474
Total	726	666	640	636	666
Total Capacity	987	987	987	987	987
Percentage of total Surplus capacity	26.44%	32.52%	35.15%	35.57%	32.52%

Table 13.5: Total School Roll trends by year group

Year	Rolls PA 13							total
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	127	109	116	118	130	95	101	796
1998	113	121	106	101	107	127	91	766
1999	109	116	117	100	115	104	126	787
2000	124	120	111	117	104	132	118	826
2001	120	112	128	110	115	109	127	821
2002	120	100	104	100	104	105	93	726
2003	75	106	98	98	95	103	91	666
2004	87	83	98	95	89	88	100	640
2005	104	87	82	93	91	95	84	636
2006	97	110	91	90	95	88	95	666

Table 13.6: 2005 Mobility

School	KS1	KS2	Total
Alexandra Primary	13%	43%	34%
Noel Park Primary	13%	37%	29%
Total	13%	42%	32%

Table 13.7: Summary of distances pupils live from their school

School Name	% of pupils mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Alexandra Primary School	96%	27%	62%	77%	23%
Noel Park Primary School	96%	59%	75%	86%	14%
PA13 Total	96%	50%	71%	84%	16%

Completed building developments in PA 13

There have been 7 major housing developments completed since 1996.

Site	Number of units	Child yield calculation
Buller Road, Redvers Road	17	8
51 Mayes Road	18	5
675-679 Lordship Lane	16	8
Former Car Park And Building At Altair Close	24	5
Park Lane Health Centre, Park Lane	24	14
Garages Off, William Street	14	9
3-11 Station Road	10	1
Total	123	50

Proposed housing developments in PA 13

There are 2 major housing developments currently being considered and 4 major housing developments granted by the planners

Site	Decision	Number of units	Child yield calculation
136 A, B, C High Road N22	Pending	14	3
673 Lordship Lane N22	Pending	18	9
Goulding Court, Turnpike Lane N8	Granted	69	24
62-70 Northumberland Park N17	Granted	16	7
1-3 Whymark Avenue N22 6DJ	Granted	13	4
761-767 High Road N17 8AH	Granted	16	7
Total		146	54

112 The Heartlands development of 1384 units on the Land between Kings Cross East coast main line, Mayes Rd & Hornsey Park Rd N8, is within this planning area. A conservative estimate would be a child yield figure of between 197 - 300

Children's Centre development.

113 Noel Park Primary is being assessed to see if the site is suitable for a children's centre and what services would be best placed there.

Conclusion

114 The birth rate and reception class projections remain steady, however the overall school population has declined in recent years. Reception applications have declined slightly but this could be a result of co-ordinated admissions. This area has low mobility during key stage 1, but very high mobility during key stage 2.

115 Alexandra Primary school has in effect operated as a 1fe for a number of years, therefore in agreement with the school we are formally reducing the PAN to 30.

116 With the Heartlands development in the centre of this planning area incorporating a new secondary school, we are recommending a detailed review of demand and availability of school places in partnership with schools, be conducted during the 06/07 school year to ensure there are sufficient places to meet current and future demand.

Planning area 14

117 This planning area incorporates Bounds Green and Woodside wards.

Table 14.1: Schools, PANs, reception numbers and unfilled reception places in planning area 14

School	Planned admission number 2005	Current Reception Nos.	Current Unfilled reception places
Bounds Green Infants*	90	71	19
Bounds Green Juniors			
Earlham	60	60	0
Lordship Lane	90	90	0
Nightingale	60	60	0
St Martin of Porres RC Primary	30	27	3
St Michael's CE Primary N22	30	30	0
St Paul's RC Primary	30	29	1
Totals	390	367	23

* 60 from Sep 2007

Table 14.2 GLA projections for planning area 14

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1 st place preferences
2001/2		364	390	-
2002/3	362	362	390	392
2003/4	354	355	390	431
2004/5	357	357	390	404
2005/6	337	367	390	405
2006/7	374	377	390	349
2007/8	345	398	360	
2008/9		408	360	
2009/10		414	360	
2010/11		421	360	
2011/12		425	360	

Table 14.3: First place preference information

School	2002	2003	2004	2005	2006
Bounds Green Infants	75	62	66	64	53
Bounds Green Juniors					
Earlham	54	68	51	48	48
Lordship Lane	81	74	75	102	88
Nightingale	81	93	78	57	59
St Martin of Porres RC Primary	36	36	36	36	54
St Michael's CE Primary N22	36	70	70	70	24
St Paul's RC Primary	29	28	28	28	23
Total	392	431	404	405	349

Table 14.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006
Bounds Green Infants*	191	211	221	227	216
Bounds Green Juniors	258	257	266	241	243
Earlham	374	388	386	372	380
Lordship Lane	590	605	604	621	623
Nightingale	418	406	397	394	403
St Martin of Porres RC Primary	201	202	204	203	203
St Michael's CE Primary N22	200	204	197	202	197
St Paul's RC Primary	204	199	201	207	206
Total	2436	2475	2476	2467	2474
Total Capacity	2751	2730	2730	2730	2730
Percentage of total Surplus capacity	11.45%	9.45%	9.31%	9.63%	9.38%

*Bounds green schools were expanded in Sep 1996 to take 90 pupils.

Table 14.5: Total School Roll trends by year group

Year	Rolls PA 14							total
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	346	359	345	351	341	303	335	2380
1998	360	339	352	331	348	341	307	2378
1999	345	358	340	370	324	361	334	2432
2000	347	363	360	318	361	331	362	2442
2001	349	359	361	346	323	351	331	2420
2002	364	342	351	361	347	326	345	2436
2003	362	368	343	346	369	357	327	2472
2004	354	367	358	351	328	367	351	2476
2005	357	365	364	344	345	334	358	2467
2006	367	369	356	356	346	352	328	2474

Table 14.6: 2005 Mobility

School	KS1	KS2	Total
Bounds Green Infants	13%		13%
Bounds Green Juniors		21%	21%
Earlham	20%	55%	43%
Lordship Lane	12%	35%	27%
Nightingale	10%	40%	30%
St Martin of Porres RC Primary	4%	13%	10%
St Michael's CE Primary N22	6%	28%	20%
St Paul's RC Primary	12%	27%	22%
Total	12%	35%	27%

Table 14.7: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Bounds Green Infants School	92%	34%	72%	79%	21%
Bounds Green Junior School	91%	47%	81%	85%	15%
Earlham Primary School	94%	49%	82%	92%	8%
Lordship Lane Primary School	96%	53%	81%	91%	9%
Nightingale Primary School	91%	42%	73%	85%	15%
PA14 Total	93%	47%	78%	88%	12%

Completed building developments in PA 14

There have been 7 major housing developments completed since 1996.

Site	Number of units	Child yield calculation
33 Commerce Road	17	11
Bounds Green Centre, Park Road	54	19
68-76 Truro Road	29	6
R/O Bounds Green Br Depot, Imperial Road	30	30
65 Trinity Road & 110-114 Nightingale Road	17	6
Adj. To Woodall House Lordship Lane	114	38
The Family Tree Public House & 472-480 Lordship Lane	80	33
Corner Of Nightingale Road, High Road	23	3
Former St. Gabriels Church, Bounds Green Road	20	6
Total	384	152

Proposed housing developments in PA 14

There 4 major housing developments granted by the planners

Site	Decision	Number of units	Child yield calculation
133 Whittington Road N22 10	Granted	14	1
419 High Road N22	Granted	40	14
Former Middlesex University Bounds Green Road	Granted	260	88
98 White Hart Lane N22	Granted	27	6
Total		341	109

Children's Centre development.

- 118 White Hart Lane Children's centre (will be in new building on site of WHL U5s from Sept 06). This is a phase one centre and offers the full range of services.
- 119 Bounds Green Infant / Junior schools will have a main children's centre to support the Bounds Green community. This will be in Phase 2.
- 120 Nightingale primary school will provide some children centre services and link into Bounds Green primary. This will be in Phase 2.
- 121 Lordship Lane primary school will provide some children centre services and link into Pembury Children centre. This will be in Phase 2.

Conclusion

- 122 The birth rate and reception class projections indicate an increase in demand, however in reality the number of reception pupils has remained relatively stable in the past 5 years. Reception applications have declined by 56 since 2005. This could be a result of co-ordinated admissions or a shift in location of temporary housing. This area has moderate mobility during key stage 1, but high mobility during key stage 2. The school population has remained fairly stable over the past 10 years.
- 123 Although there are a number of housing developments in this area, which could in future years place increased demand on the schools, there are currently a number of schools which currently have surplus capacity.
- 124 Bounds Green infant and junior schools have been operating as a 2½ fe for a number of years, therefore in agreement with the school we are formally reducing the PAN to 60. Bounds Green infant and junior schools have consulting and agreed on merging both schools together to form a hard federation, under one headteacher and one governing body.
- 125 The situation for school places will be kept under review in this area.

Appendix 3

School Organisational Plans in adjoining boroughs

Islington

- 126 There are plans to build 2 academies in Islington
- 127 St Mary Magdalene Academy is anticipated to be established from September 2007. This will be a new all-through school sponsored by the Church of England. It will provide education for children from age 5 to 16 and possibly beyond. The proposal is for St Mary Magdalene Primary School to close so that the all-through academy can be established.
- 128 It is proposed that the second academy in Islington should be established on the current site occupied by Islington Green Secondary School from September 2008. It will also provide accommodation for the secondary department of Richard Cloudesley Special School. The proposal is to establish a smaller 11 – 16 provision (four forms of entry) with post 16 provision for 200 students alongside the secondary department of Richard Cloudesley. New purpose built accommodation on the sites is proposed. Consultation on the academy and the closure of Islington Green School started in May 2006.

Camden

- 129 Primary school projections suggest a slight overall decrease in the short term, up to 2009, with a subsequent increase beyond this with figures exceeding current levels from 2010 (+260 to 270 on 2005 actual). There are more immediate pressures in some areas of the borough.
- 130 To alleviate this pressure two schools have been identified with potential for expansion. St. Mary's Kilburn CofE Primary, Quex Road NW6 has potential for expansion from 1fe to 2fe. The other one is an expansion from 1fe to 2fe at St. Alban's CofE Primary, Baldwin's Gardens, EC1.
- 131 Both these schools are some distance from Haringey and are unlikely to have an impact.
- 132 Secondary school projections indicate an increase with an estimated demand of around 500 – 670 additional 11-16 places by 2010. By 2015, the projections suggest there will be an estimated shortfall of around 400 places (i.e. between 2 and 3 forms of entry) across the 11-16 age range. However, this figure needs to be adjusted to take into account possible changes in patterns of cross border flows.
- 133 There is strong community and political pressures for new secondary schools in the North West and south of the borough. No sites of suitable size in either area are owned by the Council. The Building Schools for the Future (BSF) programme will provide funding to address pupil place needs but not site acquisition costs.

Hackney

- 134 There are plans to build a further 2 academies creating an additional 360 year 7 places by September 2007. Both sites are located in the centre of Hackney and are expected to be as popular as Mossbourne Academy. Due to their geographical location it is not expected that many Haringey pupils will not be drawn to them. Hackney predicts a net change of 50 Hackney pupils being drawn back to Hackney.
- 135 Both the Academies will open with as 6fe and are as follows:
- The Petchey Academy due to open in September 2006 (on the site of Kingsland school)
 - The Bridge Academy due to open in September 2007
- 136 Hackney has consulted on the future of Homerton College (an all boys school), with a view to closing the school as it is consistently under subscribed. Statutory notices have been published detailing a proposal to close Homerton College of Technology with effect from 31 August 2007 on the following model:
- Cease all admissions immediately closure is legally settled;
 - Close all year groups except year 11 on 31 August 2006;
 - Maintain the school as one year group only (year 11) for academic year 2006/07 then full closure on 31 August 2007.
- 137 A new mixed comprehensive would be consulted upon to with a view to open in 2008.
- 138 A planning application for 4000 units of affordable housing has been submitted to the Hackney planning office. The site is close to the Haringey / Hackney border. In response to this planning application Hackney are proposing the following changes:
- The expansion of Woodberry Down Primary School From 2 to 3 fe from 2009. The new school buildings will be on the site of the land currently occupied by Ombersley, Bewdley and Bowland Houses. (These blocks are due to be demolished in 2006).
 - The expansion of Sir Thomas Abney Primary School from 2 to 3 FE on its existing site towards the end of the regeneration programme (2015 / 2016)
 - A 6 FE mixed non-denominational secondary school on the site of Woodberry Down Primary School and the land currently occupied by Horston and Sherwood Houses. (The houses are due to be demolished in 2008.). This will be a new academy sponsored by the skinner trust. There are current proposals to close the Skinners' Company's School for Girls with effect from 31st August 2010, and open the new academy from 1st August 2010.

Waltham Forest

- 139 The Walthamstow Academy will replace McEntee school opening as a 6fe for September 2006. It is unlikely that there will be any impact upon Haringey.
- 140 There are also plans to federate Warwick Boys with Aveling Park reducing it to 900 places on a new site within a 2 mile radius. This means no statutory proposals need to be published. It is not expected to have a significant impact upon Haringey.
- 141 In the primary sector there is a planned amalgamation and a fresh start for a primary school that is in special measures.
- 142 There are no plans to change primary school capacity as indications show that Waltham Forest has slightly falling school rolls.

Enfield

- 143 Enfield borough has a number of organisational changes planned over the next few years. These are mostly in the secondary sector and will mean a total net gain of 3 forms of entry (90 places).
- 144 Salisbury School is a 9fe secondary located on split sites in Nightingale Road N9, which is in the south east of the borough. For the 2007 / 2008 school year there is a plan to consolidate the two sites on to a single site and reduce the admission number to create a 6fe school. As this school is a mile and half from the Haringey / Enfield border there could be an impact upon a small number of residents in the north east of Haringey.
- 145 Building work has started on the new 6fe Academy in the Northeast (Enfield Lock) of the borough opening for September 2007. The school is a ten minute walk from Enfield Lock station, so may attract some pupils who live by Tottenham Hale railway line.
- 146 There are no plans to change primary school capacity at this stage.

Barnet

- 147 The Cabinet of Barnet Council recently approved a £218 million Primary School Capital Investment programme (PSCIP). Essentially, the PSCIP is a programme of significant capital investment in Barnet's primary school infrastructure with Wave 1 consisting of the provision of twelve new build schools and two major refurbishments.
- 148 In phase one the developments that are likely to impact Haringey is the amalgamation of two 1fe schools, Coppetts Wood in Friern Barnet and Hollickwood in Muswell Hill, to provide a new 2fe school on the current Coppetts Wood site. The Hollickwood site would be sold for housing developments.
- 149 The expansion of Summerside school in Finchley from 1.5fe to 2fe.

Report Title: **Report on the Scrutiny Review of Teenage Pregnancy**

Forward Plan reference number (if applicable):

Report of: **Overview and Scrutiny**

Wards(s) affected: **All**

Report for: **Key Decision**

1. Purpose

- 1.1 Executive is asked to consider the key conclusions of the scrutiny review into Teenage Pregnancy and respond to each of the recommendations with an executive decision.
- 1.2 Executive is requested to agree, amend or reject each recommendation.

2. Introduction by Executive Member

- 2.1 Teenage pregnancy is a significant concern in Haringey. Although rates have fallen steadily since 2000 all Haringey wards have higher than the national rate of under-18 conceptions and 15 of the 19 Haringey wards have rates placing them in the top 20% nationally.
- 2.2 The Overview & Scrutiny report is timely. All 12 recommendations are accepted and will be implemented. They have been incorporated into the annual action plan of the multi-agency Teenage Pregnancy Strategic Partnership Board and the Children & Young People's Plan 'Changing Lives'.
- 2.3 The PCT intends to reduce the services from Family Planning clinics. This will affect provision for teenagers and we have concerns. We are seeking, through the Teenage Pregnancy Strategic Partnership Board, to agree adjustments that will ensure appropriate alternative provision is in place for teenagers. An update will be provided in the autumn.

3. Recommendations

That the Executive notes:

- the work being undertaken to implement the recommendations of the Scrutiny

<p>Review</p> <ul style="list-style-type: none"> our undertaking to report back on any implications of the PCT funding reductions.
<p>Report Authorised by: Sharon Shoemith Director The Children's Service</p>
<p>Contact Officer: Susan Shaw Head of Student Attendance, Placement & Welfare (Teenage Pregnancy Co-ordinator). Haringey Professional Development Centre 020 8489 5083</p>
<p>4. Director of Finance Comments</p> <p>4.1 The Director of Finance has been consulted on this report and has no specific comments to make as any costs arising from acceptance of the recommendations will be met from existing resources. In addition, the Director of Finance notes the work in progress to appraise the effects of the PCGT reduction in services.</p>
<p>5. Head of Legal Services Comments</p> <p>5.1 The Head of Legal Services has been consulted on the content of this report. The majority of recommendations require no specific legal comment. The comment that follows relates to Recommendation 3.1. Each school governing body is required to have a written statement of policy concerning sex and relationship education within the school. Each secondary school must provide sex education. Headteachers and school governors must have regard to the guidance on Sex and Relationship Education issued by the DfES. It is a matter for each school governing body as to whether a policy produced by the local authority should be incorporated within its own school policy.</p>
<p>6. Local Government (Access to Information) Act 1985</p>

7. Background

7.1 Teenage pregnancy is a significant concern 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. Haringey's under-18 conception rates are the lowest they have been since 2000. They have continued to show a steady fall, although rates in Haringey are still high. All Haringey wards have higher than the national rate of under-18 conceptions and fifteen of the nineteen Haringey wards have rates placing them in the top 20% nationally.

- 7.2 Many of the family planning clinics around the borough offer special sessions exclusively for young people. This can make services more accessible to teenagers, who may find adult sexual health clinics intimidating. The review panel recommended that accessible family planning clinics are located in areas where young people need them.
- 7.3 Education about sex and relationships (SRE) is key to reducing risk-taking behaviour and teenage pregnancy and improving sexual health. The review panel recommended continued development of the SRE programme in schools as well as improved outreach to non-school settings.
- 7.4 The teenage pregnancy strategy is led by the Teenage Pregnancy Strategic Partnership Board. There is an annual Action Plan which incorporates targets from all Council strategic plans, including the Children and Young Persons' Plan – 'Changing Lives' and the Children and Young People's Participation Strategy (draft), the TPCT Sexual Health Strategy Action Plan and Connexions targets. The action plan is monitored quarterly and reported to the Children and Young People's Strategic Partnership Board.
- 7.5 Key to monitoring impact is robust data collection and monitoring. National data is available but it reports data two years in arrears. This is a significant delay in measuring the impact of targeted initiatives and programmes. The review panel recommended the implementation of a data and information sharing protocol and the development of a single referral and data collection point.

8. Strategic Implications

- 8.1 Reducing the number of conceptions is a key community strategy floor target to reduce the under-18 conception rate by 50% by 2010 as part of a broader strategy to improve sexual health, jointly with the Department of Health. The Teenage Pregnancy Unit has also set targets for Haringey, namely: to reduce the rate of teenage conceptions among under-18 year olds by 55% by 2010; to set an established downward trends 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.
- 8.2 The review came at the time when the co-ordination of the Teenage Pregnancy Strategy was being transferred from Haringey Primary Care Trust to the Council and when there is a renewed impetus to improve the performance against challenging local and national targets.
- 8.3 The recommendations from the scrutiny review encompass recommendations for all parts of the Children's Service, the TPCT and other partnership members. Each partner has been fully consulted and involved in the scrutiny and fully supports the report of the review and the recommendations.

9. Equalities Implications

- 9.1 Equality implications and considerations were integral to the scrutiny review. Government-led targets for reducing the rate of under-18 conceptions apply equally to all ethnic groups. The recommendations address the differential in rates of teenage

pregnancy in different ethnic groups. The recommendations specifically state that support and or services should be targeted at identified vulnerable groups.

10. Consultation

10.1 The review panel considered evidence from a range of stakeholders as well as key documentary evidence. A full list of those consulted can be found in the Report to Overview and Scrutiny attached as Appendix 1 to this report.

11. Conclusion

11.1 The findings of the scrutiny review were presented in a report to Overview and Scrutiny in March 2006. The report gives an overview of what is currently in place as well as areas that the scrutiny panel would like to see enhanced to build upon the good work already being done. The report outlines the key conclusions of the review and makes twelve recommendations, which are accepted and will be implemented.

12. Use of Appendices / Tables / Photographs

12.1 The report of the Teenage Pregnancy Scrutiny Review Panel (sub committee), London Borough of Haringey Overview and Scrutiny Committee is attached as Appendix 1 of this report.

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 parent 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 further 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 have drawn up this report to give an overview of what is currently in place, as well as areas we would like to see enhanced 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, should rates continue to fall at the same rate as since 2002, Haringey would meet the 2010 target of 55%.
- 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: 68.6%. Haringey has the worst change in rate compared to baseline.
- 53.5% of under-18 conceptions lead to abortion. This is a huge increase. 31.9% - 97-99; 40.6% - 01-03. Haringey's abortion proportion rose from 46% - 58% between 98 and 02 and then fell back to just over 50% for 03 and 04. 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% This points to the need for improved SRE and good practice such as counselling offered alongside pregnancy testing in contraceptive clinics.

The Scrutiny Process

The Scrutiny Review of Teenage Pregnancy 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 of Health).

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
- Making sexual health, family planning and young people's service provision be 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

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

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 the Connexions service.

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% 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. The Young People's Champion to actively promote LA and PCT joint working

Recommendation Eleven - Publicity, Information and Advice

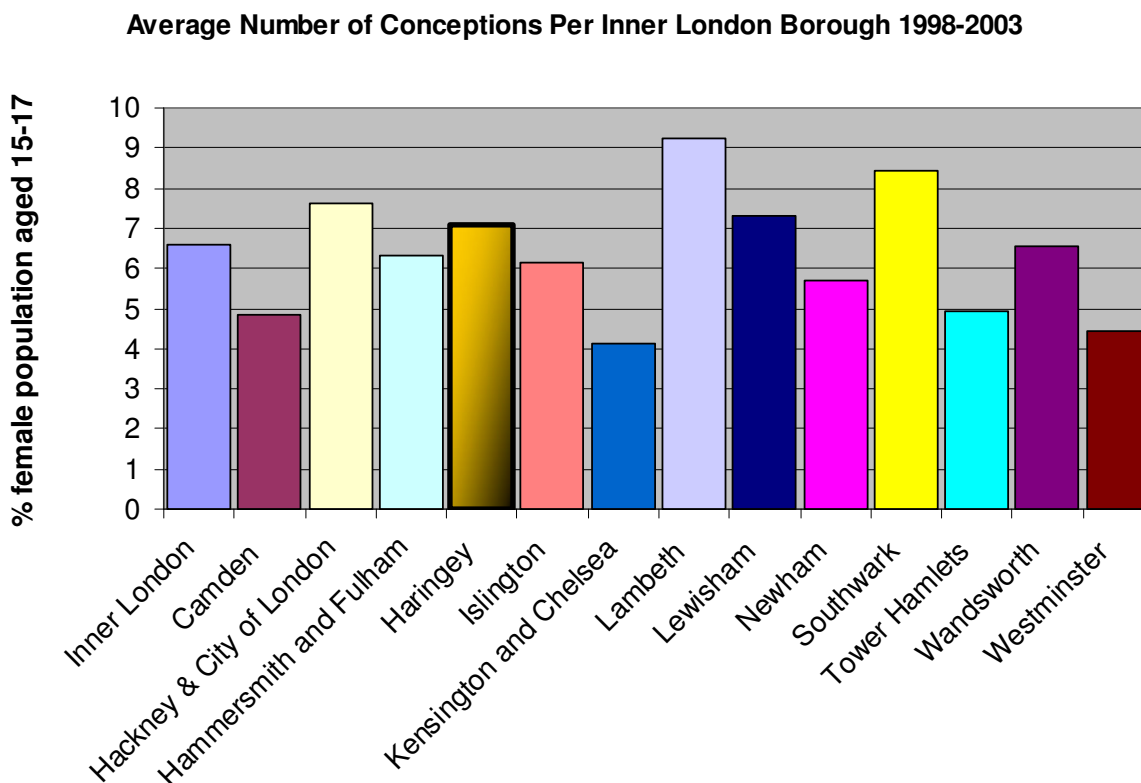
It is recommended that Haringey Council and the Haringey Teaching Primary Care Trust carry out a review of the publicity, information and advice on sexual health and contraception provided to young people as part of their requirement to communicate effectively with young people and involve them in a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

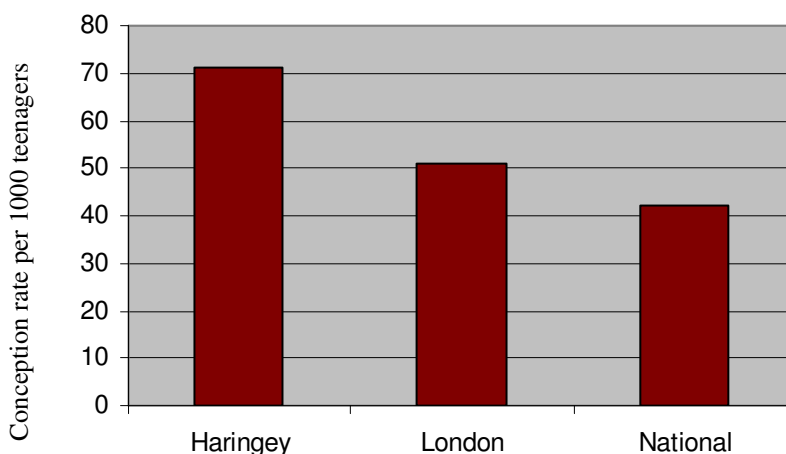
Resources and Funding

- 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

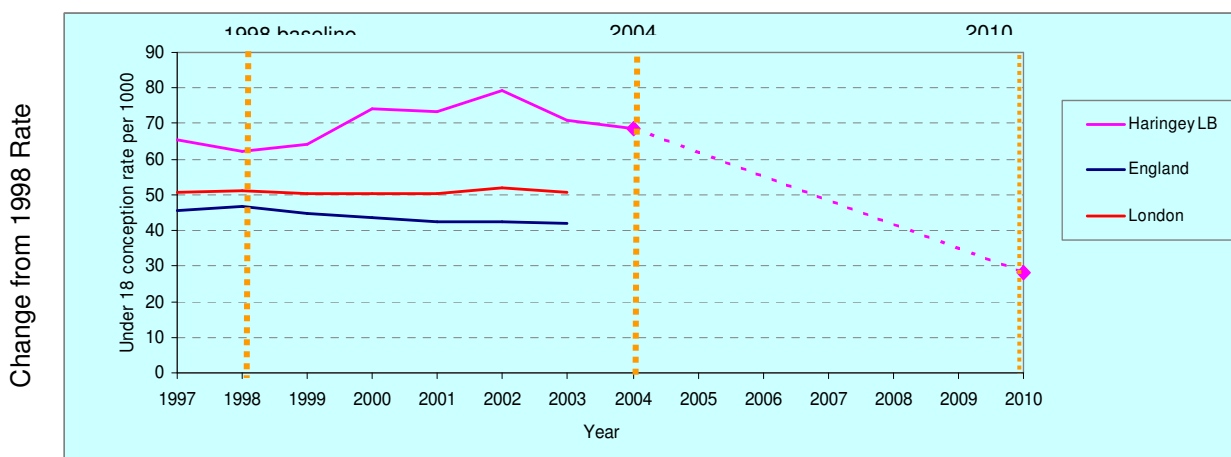
2.1. Teenage pregnancy can contribute to disadvantaged social and economic outcomes for both teenagers and their children and because of this, both local and national strategies have been put in place to reduce the rate of pregnancies. Despite some encouraging signs of improvement, the rate of teenage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



Actual Rate

Trajectory

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

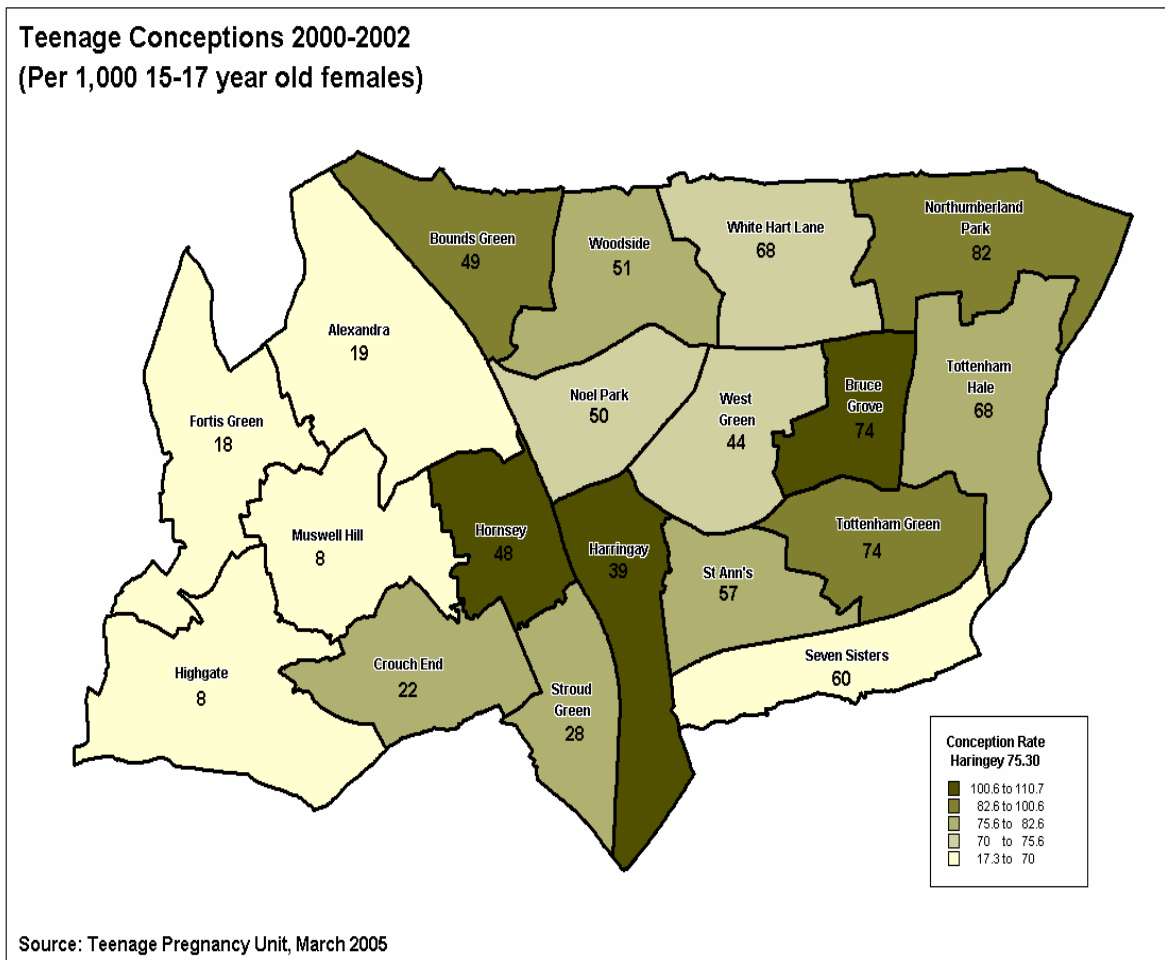
- 3.5. The 4YP (outreach sex and relationships education project) service offers specific sessions to young men in various settings and has recruited educators that speak the major languages in Haringey. In some areas only a tiny proportion of sexual health clinic users are men whereas the 4YP bus has 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 (including Social Services, education and youth services)
- Haringey Teaching Primary Care Trust (HTPCT)
- 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. Inter agency protocols were established for overseeing the work 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 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 provision in each borough to meet the different needs found in each and to roll out effective 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)

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

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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Agenda item:

The Executive**On 25 July 2006**

Report Title: Executive Response to the Scrutiny Review of Customer Services	
Report of: Assistant Chief Executive (Access)	
Wards(s) affected: All	Report for: Non Key decision
<p>1. Purpose</p> <p>1.1 To propose the Executive's response to the proposals of the Scrutiny review of Customer Services</p>	
<p>2. Introduction by Executive Member</p> <p>2.1 Scrutiny has produced a report which acknowledges the improvements that Customer Services has brought to the Council in caring for its customers and includes helpful recommendations.</p> <p>2.2 The Executive Member is pleased to accept many of these recommendations and indeed some have already been actioned.</p>	
<p>3. Recommendations</p> <p>3.1 That the Executive agree the proposed response.</p>	
<p>Report Authorised by:</p> <p>Justin Holliday – Assistant Chief Executive (Access)</p>	
<p>Contact Officer: Jane Waterhouse – Head of Customer Services Telephone: 02084892023 e-mail: Jane.Waterhouse@haringey.gov.uk</p>	
<p>4. Executive Summary</p> <p>4.1 The Scrutiny review report recognises the improvements made in service level to customers over the years since the service was initiated in 2001 and the positive</p>	

<p>impact that Customer Services has made on customer satisfaction. Overall it is a positive report.</p> <p>4.2 The full report is attached as Appendix 2 and the tabulated action plan which responds to the 26 recommendations is attached at Appendix 1.</p>
<p>5. Reasons for any change in policy or for new policy development (if applicable)</p>
<p>6. Local Government (Access to Information) Act 1985</p>

7. Background

7.1 Customer Services as a service delivery model was initiated in July 1999 at a Leader’s Conference and was inaugurated as a service in July 2001 with its first service offering in the Call Centre in October 2001 supported by a Customer Relationship Management System.

7.2 The first Customer Services Centre was opened in December 2001 in Hornsey, with a further centre opened at Apex House in South Tottenham in January 2002. Two further centres were opened in North Tottenham and in Wood Green in 2004, completing the initial service delivery vision of face to face and telephone accessibility improvements.

- 7.3 The initial services offered were:
- Benefits and Local Taxation
 - Housing landlord matters
 - Housing and homelessness advice
 - Parking Services
 - Concessionary travel
 - Some more general service enquiries

7.4 Services offered through Customer Services have subsequently been widened (more services offered) and deepened (more of the process done by Customer Services before handing off to the client service for completion) for some services through the Customer Services Strategy Realisation project.

7.5 In addition improvements have been made to the operation of the Customer Relationship Management, making it a much more useful tool for staff to use and improve its reporting capabilities so that its data can be used more widely than in Customer Services. We are beginning to explore its reporting capabilities with client services to drive service improvement in the customer experience.

7.6 The Scrutiny review was carried out, in the main, prior to the depot fire at Hemel Hempstead which destroyed the Managed Service Provider’s data centre which hosted the Benefits and Local Taxation system and the website. Both of these are resources that are heavily used by Customer Services staff to service customer service enquiries and requests, and this loss of service and subsequent disturbance has badly affected subsequent service levels, particularly in the Call Centre. These issues are now

resolved and there is evidence that service levels are improving, and there is now in place a Call Centre Recovery Plan to focus attention and action on this very important area. The Call Centre Recovery Plan is attached as appendix 3.

8. Description

8.1 The Scrutiny Review report makes 26 recommendations and the proposed responses to these are included in Appendix 1

9. Consultation

9.1 The Scrutiny Panel carried out consultation with staff from Customer Services and client service departments.

9.2 Many of the recommendations made have been discussed by Customer Services managers with client service managers through service liaison meetings, and the report includes contributions from service that support Customer Services in delivering service (IT and Property Services)

10. Summary and Conclusions

10.1 Many of the recommendations were capable of implementation by management and strides have already been made in so doing, this is reflected in the action plan at Appendix 1.

11. Recommendations

11.1 Consider and endorse the response to the Scrutiny Review.

12. Comments of the Director of Finance

12.1 Whilst some recommendations can be taken forward within existing resources, others would require additional resources and are subject to the required resources being made available through future business planning processes.

13. Comments of the Head of Legal Services

13.1 There are no specific legal implications of these recommendations.

14. Equalities Implications

14.1 The underlying principles of the Customer Services Strategy are:

- Accessing services should be a good quality experience
- Services should be accessible in one place, which suits the individual
- The service should be consistent
- The service should deliver a result

14.2 These principles support people who have had poor service experiences and are less able to access services. Customer Services offers support to less able customers appropriate to their needs to ensure that their service experience is as good as any other customer. Consequently, Customer Services has developed policies and practices to support language needs, visual and aural impairment and service extension of hours.

15. Use of Appendices / Tables / Photographs

Appendix 1 – Table of Recommendations and Responses

Appendix 2 – The Scrutiny Review Report
Appendix 3 – Call Centre Recovery Action Plan

Call Centre Recovery Action Plan Update – June 2006 – The Executive 25 July 2006 – Appendix 3

Description of issue	Action to be taken	Owner	Deadline	Progress
Creating capacity by reducing transaction length enabled by: <ul style="list-style-type: none"> • Better utilisation of Siebel CRM features • Light integration with client service IT systems • Siebel CRM data cleansing • Process improvement 	In developing the scope for future Siebel releases, plan to include more processes into the user interface of Siebel eliminating the need to refer to additional documentation and/or solution or resolution documents in Siebel.	Service Development Manager	October 2006	The next full release of Siebel is due mid-September 2006. We are currently reviewing the scope of this release.
	Develop the use of i-helps (on screen system help) so that these can be referred to rather than FAQs.	Service Development Manager	October 2006 and ongoing	No update
	Review existing email handoffs in a bid to automate them.	Service Development Manager	October 2006 and ongoing	No update
	Longer term we will be seeking to have light integration of Siebel with client service systems, which will eliminate double and triple entry of customer data and consequently reduce transaction times. However, this is unlikely until release 4 of the Siebel development which is scheduled for early 2007/08.	Service Development Manager	2007 / 2008	Analysis of options for intergration suggests that we will be able to increase capacity by the equivalent of 5 FTEs after Release 4 in early 2007
	Review the existing duplicate addresses / customers and work to cleanse the data	Service Development Manager	July 2006	Work is currently underway and progress has been made to understand how best to clean this data.

Call Centre Recovery Action Plan Update – June 2006 – The Executive 25 July 2006 – Appendix 3

Description of issue	Action to be taken	Owner	Deadline	Progress
	Conduct a review to look at the top enquiry areas (high volume/high impact) to see if the Solution documentation can be improved to reduce process steps, provide better and more resilient outcomes (reducing repeat calls) and to ensure minimal hand-offs to other teams or people	Service Development Manager	July 2006	Workshops have been held to look at the top processes for Council Tax and these are being amended to make them more streamlined. Additional reviews will now be carried for the other top volume solutions.
Work with client services to examine volume growth and seek to reverse or resource it.	Focusing mainly on HFH and BLT, analyse the increasing number of calls received over the past year to understand the total % increase.	Service Development Manager	June 2006	Reports have been presented to these areas and they have both committed to undertake a review to see where these increasing volumes have come from and develop joint action plans to reverse the trend.
	Create a collaborative development strategy with Client Services: <ul style="list-style-type: none"> • to reduce calls • plan their annual demand (peaks / troughs) into a calendar format that can be used to plan call taking resourcing • to understand what causes demand with a view to controlling or avoiding any unplanned increases 	Service Development Manager Supported by Client Service Liaison leads in Customer Services and Client Services	August 2006	Work has started on this and will continue over the next two months. The Calendar of events has been published and shows expected demand over the next twelve months

Call Centre Recovery Action Plan Update – June 2006 – The Executive 25 July 2006 – Appendix 3

Description of issue	Action to be taken	Owner	Deadline	Progress
<p>Improving effective use of staff time:</p> <ul style="list-style-type: none"> • Introduction of a workforce management system to improve speed to response in managing a dynamic call handling operation <p>And until that is implemented, re-enforcing the existing manual arrangements to:</p> <ul style="list-style-type: none"> • improving call flow to staff • maximising agent utilisation rate(AUR) • optimising customer contact time 	<p>Introduction of a Work Force Management System will enable the Call Centre to plan and forecast more efficiently.</p> <p>This system will enable improved:</p> <ul style="list-style-type: none"> • plan deployment of resources matching supply to customer demand, both forecasting and dynamic real time changes • evaluate the ongoing needs of the business • rostering staff hours, breaks, meetings briefings and supervision sessions • managing variations to planned resourcing as a result of unplanned absences, • information for cost efficiency and feasibility studies. <p>And can assist with:</p> <ul style="list-style-type: none"> • the promotion of improving working lives (IWL), child care (taking into account Service rules, but also Officers preferences), the flexibility/alterations needed for an ever evolving Centre and most <p>Currently all of the above are managed by spreadsheets, which are unwieldy and at times can be unreliable. A more robust management tool is needed.</p>	<p>Contact Centre Manager/ IT Project Manager</p>	<p>December 2006 tbc.</p>	<p>Workshop 15 June – scope and requirements complete. Hilary Fertig is now taking this out to tender. Still on schedule to be implemented well within year end.</p>

Call Centre Recovery Action Plan Update – June 2006 – The Executive 25 July 2006 – Appendix 3

Description of issue	Action to be taken	Owner	Deadline	Progress
(productivity) <ul style="list-style-type: none"> • reducing non-productive elements of customer contact and customer contact time • using non-call centre staff, when available. 	Improved control of resource allocation to service queues; this is a manual process until the Workforce Management System is implemented.	Contact Centre Manager	June 2006 With regular reviews thereafter	Full focus is on all staff logging in to all services, with all Managers scrutinising this each day.
	Review dynamic queuing (an automated feature of the telephony system which relates call handlers available to numbers of customers that can join the queue) and the relative priority of calls across the queues.	Contact Centre Manager / Head of Service	June 2006	Dynamic queues will be reviewed at this month end with all volumes incorporated.
	Re evaluate annual leave and demands, reducing hours allowed during peak demand and encouraging Officers to take leave at quieter periods.	Contact Centre Manager	June 2006	Leave has been reduced significantly on Thursdays and Fridays, where staffing was lower on these days, additional hours are being utilised on these days also pending permanent recruitment.. Only 4 staff are now allowed off during the Council Tax Annual Billing period/tbr. An Annual Leave In Box is being created (change request submitted) to ensure smoother management of A/L across the Centre.

Call Centre Recovery Action Plan Update – June 2006 – The Executive 25 July 2006 – Appendix 3

Description of issue	Action to be taken	Owner	Deadline	Progress
	Use different approaches to training to reduce the time spent away from the front line. This could include briefings, promoting i-helps and developing on-line courses.	Contact Centre Manager/ Service Development Manager	October 2006	The format of training courses is under review to be completed over the next 4 months and is contributing to assumptions about AUR (see Excel workbook)
	Target Sickness further in the Call Centre specifically after Bank Holidays, paying attention to staff patterns. Contact Centre Manager to speak with all staff reporting sick for duty at critical periods.	Contact Centre Manager	May 2006	Ongoing and on special days – ie. World Cup Match days. Sickness has improved significantly in the Centre.
	Enforcing effective and consistent use of Siebel and adhering to the cut off points set out in these processes.	Contact Centre Manager	May 2006	It is evident that Siebel is being used more effectively as Managers are visibly being called upon for advice less.

Call Centre Recovery Action Plan Update – June 2006 – The Executive 25 July 2006 – Appendix 3

Description of issue	Action to be taken	Owner	Deadline	Progress
	<p>Improve call handling rate per hour by improved and targeted supervision, with greater support to staff e.g. to slower call takers who have difficulty closing calls.</p>	<p>Contact Centre Manager</p>	<p>June 2006</p>	<p>Work is under way to develop a revised one day “customer care” course which will include aspects on call handling / managing difficult behaviour. A pilot for this is planned for mid-July In the meantime CSO’s who are slower and have specific closure difficulties are learning and shadowing faster CSO’s. In the cases with no progress the Capability Procedure will be necessary.</p>
	<p>Improve feedback to staff from quality monitoring to improve effectiveness and efficiency of call handling.</p>	<p>Contact Centre Manager</p>	<p>June 2006</p>	<p>All QM results for April and May were discussed and fed back in Team Manager recent 1 to 1’s. Feedback to CSOs is now happening more consistently, and improving in quality. I have spoken with staff to ensure effective on day feedback is being given, and all have confirmed to me this has been done.</p>

Call Centre Recovery Action Plan Update – June 2006 – The Executive 25 July 2006 – Appendix 3

Description of issue	Action to be taken	Owner	Deadline	Progress
	Review, amend and monitor clerical times (after call wrap up time to update client service systems) on the ACD (automatic call distribution system).	Contact Centre Manager / Telephony Team	July 2006	Clerical times have reduced overall. *March '06 prior to changes average 2:25mins – now for June to date down to 1:57 mins. We now need to establish what impact this is having on improved productivity.
	Effective spread of resources/ working hours throughout Customer Services meeting demand. Utilise staff at Customer Services Centres when there is availability, ensuring they effectively log in and handle calls at periods of low demand for the Service Centres.	Contact Centre Manager / Acting Lead CSC Manager	June 2006	Pressure on CSCs has limited the impact of this potential help so far.
Increasing capacity by channel shift	Add promotional messages to in queue messaging about processes and transactions available on the website	Contact Centre Manager	June 2006	Done where appropriate
to move away from reliance on phone calls / face to face visits to increasing transactions through self serve channels	Target investment towards raising customer awareness of the advantages of web access (for information and carrying out transactions e.g. automated payments), as opposed to the more traditional means of contact, will seek to release further capacity within the Call Centre.	Information Manager	August 2006 and ongoing	

Call Centre Recovery Action Plan Update – June 2006 – The Executive 25 July 2006 – Appendix 3

Description of issue	Action to be taken	Owner	Deadline	Progress
	Review all solution documentation to see which ones are available on the web – amend them to say “inform the customer that next time they have a query related to this, they can use the web-site”	Service Development Manager	July 2006 and ongoing	This is in progress and will continue to be done as new solutions are developed
	Review all emails being received to see which ones could be answered using information from the web-site. Reference this in the reply to the customers.	Service Development Manager	July 2006 and ongoing	This is in progress and will continue to be done as new emails are received
Review new service areas being brought in as part of the Customer Services strategy	Review resourcing strategy, to explore the options of increasing hours to existing staff and / or a recruitment to give us more flexibility in terms of responding to changes in demand and capacity	Contact Centre Manager / Finance and Performance Manager	June 2006	This has informed current recruitment, advert before end of June, closing date end of July. 1/3 rd of available hours have been granted to permanent staff, whilst some have been given temporarily pending recruits commencement.
	Review and amend the implementation guide to highlight that more time should be spent on understanding peaks and troughs in the early scoping stages. Mark these planned peaks / troughs against the yearly calendar and current spare capacity to understand how the implementation is likely to impact on demand levels at critical times.	Service Development Manager	July 2006 and as new services are implemented.	A full review of the implementation guide is underway to include these actions and to bring the terminology in line with the corporate project management framework

SCRUTINY REVIEW OF CUSTOMER SERVICES



MARCH 2006



INVESTOR IN PEOPLE



2005-2006
Getting Closer to Communities

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1.0 EXECUTIVE SUMMARY & RECOMMENDATIONS

- 1.1 The Overview & Scrutiny Committee as part of its work programme for 2005/06 commissioned a scrutiny review into Customer Services. The review topic was chosen based on concerns previously raised about the performance of Customer Services.
- 1.2 Customer Services has been in operation in Haringey for over four years and provides convenient and effective access to Council services through a single point of contact for an increasing range of services in a way that serves the needs of local residents. Over the past four years it has extended its provision to more services and more customers. The caller and visitor numbers during this period indicate that the service is becoming more popular and well known by residents.
- 1.3 The Customer Service Strategy agreed by the Executive in 2002 underpins the Customer Services vision, which is to ensure that '80% of contacts with the Council are handled through customer services channels and 80% of those are resolved at first point of contact'. Annual reviews of the strategy in 2003, 2004 and 2005 noted the significant progress that has been made in achieving the strategy. This was recognised by customers in the annual telephone survey, which registered an overall increase in satisfaction over this period.
- 1.4 The Scrutiny Review Panel's aim was to look at the performance of the Council's four Customer Service Centres and the Call Centre and make recommendations on ways they could be further improved. The Panel found that customer services has improved significantly over the last two years. Residents are receiving a wide range of services which are efficient and effective. This has been confirmed by customers in the annual telephone survey results. **The service is comparable to many of the best in the business, to the extent that the Panel believes that it should apply for national awards.** The Panel has made a set of recommendations which it hopes will help further improve performance, increase usage and also improve residents satisfaction with the services.
- 1.5 The Review Panel received evidence from the Executive Member for Community Involvement, Executive Member for Organisational Development & Performance, Assistant Chief Executive (Access), Head of Customer Services, Senior Managers in Customer Services, IT Managers and various Customer Services Officers and officers from various Client Services. The Panel visited the Council's four Customer Service Centres and the Call Centre as well as a One Stop Shop and Call Centre in London Borough's of Brent and Westminster.
- 1.6 A summary of the recommendations is given below and is based around 3 key themes: Customer Services Performance; Customer Care and Communication with Client Services:

SUMMARY OF RECOMMENDATIONS

CUSTOMER SERVICES PERFORMANCE

Recommendation 1

That Customer Services Department review the value and process of the user satisfaction survey undertaken by Customer Services Officers after each interaction. The Panel requested that, in 12 months time, a report outlining the conclusions reached including supporting evidence, details of actions, if any, implemented be submitted to Overview & Scrutiny Committee. If the value cannot be justified the Panel believes that this practise should be ceased.

Recommendation 2

That Customer Services develop a mystery shopping exercise as part of their performance assessment process. The mystery shoppers to include local residents, disabled people, businesses and Council officers. The mystery shopping should include testing access for disabled users including parking facilities.

Recommendation 3

That the monthly award scheme for staff in Customer Services be re-introduced to recognise and reward excellent customer service.

Recommendation 4

That training for Customer Services and Client Services staff be co-ordinated and where possible shared in particular where there is change of legislations or a new Council service is introduced.

Recommendation 5

That Team Managers keep log of reasons for calls to Client Services and that this be reported to liaison meetings. All calls to Client Services by Customer Services staff which are outside the process agreed with Client Services must be authorised by Team Managers.

Recommendation 6

Staff feedback needs to be enhanced, bottom up. In addition the staff suggestion scheme should be reintroduced.

Recommendation 7

That IT Services undertake a review of the underlying causes of system downtime with particular emphasis on reducing such downtime.

Recommendation 8

That logs of system downtime be reported to each Customer Services Member Working Group meeting.

Recommendation 9

That the planned saving targets for the next three years are considered to be achievable whilst maintaining existing targets.

CUSTOMER CARE

Recommendation 10

The Review Panel endorsed the projects being developed by the Corporate Customer Focus Manager. This includes the following:

- Further developing Customer Focus throughout the Council through a Customer Focus Strategy;
- Membership of the Institute of Customer Services, including opportunities for staff development/qualifications in the field;
- That the Communication Unit manages and controls the printing and distribution of posters and leaflets. All leaflets and posters should include versions/ date of issue indicators, to assist in removal of obsolete items. In addition, electronic copies of posters and leaflets be made available on the Council Website.

Recommendation 11

That in line with the findings of Reception Project report, it is recommended that firstly the need for security staff at all Customer Service Centres be investigated. Secondly if there is a need, that they be employed permanently by the Council with a varied role to include some of the following:

1. Welcoming customers;
2. Direct customers to appropriate officers;
3. Provide answers to basic queries;
4. Be responsible for the maintenance and updating of displays containing application forms, posters and leaflets etc.

Recommendation 12

That the Call Centre be renamed 'Contact Centre' as it now deals with e-mails.

Recommendation 13

It is the opinion of the Scrutiny Panel that the ability is there to 'win' a national award for the excellent service provided by the department. The Panel encourages Customer Services Department to apply for a Charter Mark award or other national awards for Customer Services.

Recommendation 14

That all Customer Service Centres introduce the facility to take credit/debit card payments immediately.

Recommendation 15

That the roll out of parking permits to all centres be completed immediately.

Recommendation 16

That it be investigated whether the demand and usage of the Customer Service Centre in Hornsey justifies the need for a centre in the area. In addition that in future the Accommodation Strategy considers, if there is a need to move the Hornsey Customer Service Centre, that it be relocated to Hornsey Library, taking into account the need to co-locate with Housing Services.

Recommendation 17

That Customer Services provide a 'Sign Video' system for deaf service users at the Customer Service Centres and a 'Type Talk' system at the Call Centre. These should replace the Minicom facility and deaf sign language interpreters.

Recommendation 18

That Customer Services in consultation with Property Services/ Highways Department provide parking facilities for customers with disability as near as possible to the Customer Service Centres, which should be clearly marked for the use of disabled customers only and clamping be enforced for unauthorised parking.

Recommendation 19

That the single queue at Apex House Customer Service Centre be reconfigured as a matter of urgency.

CLIENT SERVICES

Recommendation 20

That Team Managers and staff members be trained as service champions in particular service areas to reduce calling Client Services and improve service time.

Recommendation 21

That Customer Services be responsible for the development and update of a forward plan in conjunction with Client Services which has details of all major letters, information, bills, reminders etc being sent to residents throughout the year to enable Customer Services to prepare resources adequately.

Recommendation 22

That regular service liaison meetings between management and staff from Customer Services and Client Services be held as required. At each meeting at least one member of staff from Customer Services should participate. The agenda for the meeting to include the following:

1. Minutes of the last meeting (review of actions/responsibilities);
2. Review Performance Measures/Statistics and quality against targets ;
3. Call Centre performance statistics;
4. Key Housing performance indicators;
5. Review current issue logs/raise new issues;
6. Review of future development plan- Include anticipated workloads, contingency planning, scheduled downtime, training, recruitment and resource capacity;
7. ;Review Draft SLA;
8. Reports from Team Managers on calls to Client Services which are outside the agreed process.

In addition, all staff and team managers in Customer Services and Client Services should be advised of key outcomes arising out of service liaison meetings.

Recommendation 23

That as part of the Corporate Induction, organised by Organisational Development & Learning, all new employees visit the Call Centre and a Customer Service Centre.

Recommendation 24

That Customer Services investigate additional funding streams to further assist in the recruitment and training of new recruits.

Recommendation25

That the recharging arrangements to all client services be clarified. Client services need to be made aware of the number of calls / visits handled on their behalf along with the average time of their transaction, repeat visit / calls information to be included. Provision of this information will encourage client services to ensure a reduction in repeat visits / calls and to streamline their transactions to achieve reduced transaction times.

2. INTRODUCTION

- 2.1 Customer Services provides convenient and effective access to Council services with a contact centre approach and a single point of contact for an increasing range of services, in a way that serves the needs of the customer through;
- face to face contact in Customer Service Centres,
 - telephone contact in the Call Centre,
 - e-mail access
 - frequently asked questions on the Council's website, enabling access to this material in other customer facing services.
- 2.2 Customer Services channels, including services offered through the website, are the principal means of user access to a high volume of Council services and facilitate accessibility, including facilitated and self service, through other service delivery points in Access Services, such as Neighbourhood Resource Centres and Libraries.
- 2.3 As the face of the Council, Customer Services deal with a wide and diverse range of people in the local community. The services offered span across the whole community. Specific groups in the community are targeted by virtue of the services they require e.g. pensioners applying for their bus passes. It should be noted that the departments Customer Services provides services for are referred to in this report as 'Client Services'. Some of the key services delivered by the Customer Services Department are listed below:

Service	Customers
Parking	Resident and local business vehicle users, non-Haringey residents and businesses parking in the area
Abandoned Vehicles	Haringey residents and non-Haringey residents
Graffiti removal	Haringey residents and non-Haringey residents
Concessionary travel	Resident pensioners and disabled residents
Housing	Any Haringey Council tenant and/or resident in housing need
Benefits and Local Taxation	Any lower income resident for benefits and any resident for Council Tax
Child Protection	Anyone with concerns about a resident child.
The Children's Service	Parents and children resident in Haringey or attending Haringey schools

- 2.4 The Overview & Scrutiny Committee as part of its work programme for 2005/06 commissioned a Scrutiny Review into Customer Services. The review topic was chosen as part of the on-going review of the implementation of the customer services strategy and based on concerns previously raised about the performance of customer services.
- 2.5 The needs of our residents can and should be at the heart of how we manage and organise our services. The approach to access, whether it is improving people's ability to access our services, or their experience in our Customer Service Centres and the Call Centre, will change residents' perceptions of the Council and, in doing so, challenge the way that the Council thinks about itself and how it is organised.

- 2.6 The Executive agreed the Customer Service Forward Strategy in July 2002. Annual reviews of the Customer Services Strategy in 2003, 2004 and 2005 noted the significant progress that had been made in achieving the strategy. In particular the success in improving the customer experience in Service Centres and the improved performance in the Call Centre.
- 2.7 This review focused on the performance of Customer Services and in particular the four Customer Service Centres and the Call Centre. The review also looked at ways communication can be improved between Customer Services and Client Services.
- 2.8 Customer Services has been in operation in Haringey for over 4 years. Over this period it has extended its provision to more services and more customers. The table below illustrates the visitor and call numbers to Customer Service Centres (CSC), Call Centre and Switchboard over the last three years. The figures show that there has been an increase in the visitor numbers and callers coming through the customer service channels, which now equate to 37% of all initial approaches to the Council.

Year	CSC	Call Centre	Switchboard
2002/3	75,920	258,729	876,001
2003/4	74,910	250,308	785,700
2004/05	138,816	299,821	700,599

Source: CS News August 2005

- 2.9 The 2005 Annual Review of Customer Services Strategy and Vision noted the poor service level experienced in the Call Centre during 2003/04. This was addressed through the investment in staffing and has been significant improvement with only 5.6% of calls answered in 15 seconds in April 2004 to 77.2% of calls answered in 15 seconds in March 2005, achieving 43% for the year overall against the target of 45%. This was recognised by customers in the annual telephone survey, which registered an increase in overall customer satisfaction from 71% in late 2003 to 77% in May 2005.
- 2.10 The review also noted that service levels in CSCs remained good and achieved 77% of customers seen in 15 minutes, for the year, against the target of 70%. Service levels have continued to achieve target levels in 2005/06 year to date.

2.11 Customer Services Strategy

2.11.1 The Customer Services strategy is based on four simple premises:

- Accessing services should be a good quality experience;
- Services should be accessible in one place, which suits the individual;
- The service should be consistent; and
- The service should deliver a result.

2.11.2 In the longer term, the primary way into the Council should be through the Council website because it is both convenient for users and cost effective. This is becoming increasingly possible as tactical technological solutions are developed, but some of our residents do not feel comfortable using the web, or have no easy access to it. In the meantime, residents can access us in the four Customer Service Centres or preferably, the Call Centre. There are also a number of places, receptions and libraries, where

enquiries will be dealt with, where public access computers are available for use and where their use will be supported.

2.11.3 The underpinning vision of the customer services strategy is that:

Over time, 80% of customer contacts with the Council will be handled through Customer Services channels (customers services centres and call centre, e-mail, the internet and other self service channels) and 80% of these will be completed at first contact, so that customers may contact the Council when, where and how they need to.

2.11.4 This work contributes to the Council's overall priority of delivering excellent services as outlined in our Community Strategy and, when successful, will result in improved perception ratings of both the Council overall and individual services.

2.11.5 Implementing the Customer Services Strategy is one of the biggest e-government (IEG) project the Council is managing. This is underlined by the objective of improving face to face and telephone services through electronic delivery, as well as increasing the transactional facility of the website. The Council is on target to achieve the targets on this and it is hoped it will have a positive effect on local residents.

2.12 Membership of the Review

Cllr John Bevan (Chair)

Cllr Judith Bax

Cllr Gideon Bull

Cllr Bernard Millar

Cllr Sheila Peacock

Cllr Susan Oatway

2.13 Scope and Aims of the Review

Aim

To review the performance of Customer Services in Haringey Council in particular the four Customer Service Centres and the Call Centre.

Tasks

1. To consider current and prospective corporate customer services strategies and how these link with services across the Council;
2. To consider key corporate customer services improvement targets and plans in place to achieve them;
3. To understand how customer services impacts on residents of Haringey;
4. To consider how customer services performance can be improved;
5. To consider results of customer services telephone survey and in particular look at areas of concerns;
6. To consider ways customer service relationship and communication can be improved with client service to reduce duplication of work.

3.0 CUSTOMER SERVICES PERFORMANCE

3.1 Performance Key Issues

3.1.1 A critical concern for customers is how long they have to wait for their enquiry or transaction to be dealt with. Consequently this performance indicator is a key headline measure for Customer Services. The service level over the last four years has been as follows:

	Call Centre	Customer Service Centres (CSCs)	
Year	Calls answered in 15 seconds	Callers seen in 15 minutes	Commentary
2002/3	15.0%	58.9%	Call Centre performance improved towards end of the year but was unable to overcome poor service at the start of the year. 2 CSCs open
2003/4	9.3%	65.4%	Siebel Customer Relationship system upgraded in August 2003 which added 2 minutes to transaction times. Call Centre staffing increased from December 2003 3 rd CSC opened in February 2004
2004/5	43.0%	77.1%	£535K invested in more staff for the Call Centre, and were fully trained by November 2004. 4 th CSC opened July 2004
2005/6	69.5%	67.8%	Performance to end of August 2005

3.1.2 A critical enabler for service level is the availability of staff resource. In the early years of Customer Services, the staffing level lagged behind the demand for service. When the Call Centre began operations in late 2001, the demand was suppressed by the availability of staff and the telephone lines to accept calls. Consequently there was hidden demand which became more obvious as staffing resources were increased and the technology was changed to record the calls and demand behaviour. The table below shows the number of calls taken in each of the years and the baseline that was derived from previous service call handling.

Year	Calls answered	Index (trend)	Commentary
Baseline	222156	100	Includes Council Tax, Benefits, Housing and Parking
2002/3	258729	116	Abandoned vehicles calls added
2003/4	250308	113	

2004/5	299821	135	
2005/6	362616	163	Projection on basis of calls answered to end of August 2005

3.1.3 Staff performance is a critical enabler for customer services, customer care and service quality. During 2004/05, staffing resources in the Call Centre were increased significantly as a result of additional funding. The management structure also changed allowing the recruitment of a more experienced Call Centre Manager. The changes to the management structures have enabled improved management systems to be developed. The nature of the technology supporting both Call Centre and CSC operations, enables measurement of inputs and outputs, down to individual staff member level. Consequently all aspects of staff performance are managed through one to one reviews and performance appraisal. A brief description of the performance management framework is given at Appendix 1 and the performance indicators are at Appendix 2.

3.1.4 Performance and service level are affected by:

- Fluctuations in demand, such as increased levels of demand for repairs in cold or wet weather, and as a result of actions by Client Services, such as Council Tax recovery actions – reminders and summonses – which tend to occur monthly.
- The robustness and reliability of supporting IT systems. In May and June of 2005, the department suffered a loss of major systems as a result of new system implementation, as well as periods of system downtime which had a significant effect on both the Call Centre and the CSCs.

The sensitivity of Client Services and IT developers to the impacts on service to customers needs to be developed to a greater extent, in order to avoid the situation the Council was in during May and June 2005, when it was unable to maintain an acceptable level of service. Customer Services has regular service level meetings with Client Services, to discuss performance and service levels, as well as maintain a future view of potential impacts on service. Customer Services managers recognise that building a better working relationship with Client Service managers is key to avoiding the circumstances experienced this year.

3.2 Audit Commission Review of Performance Management

3.2.1 An Audit Commission Review of how well the Customer Services Department was using the corporate performance management framework to deliver and sustain improvement, identified some effective tools being used by the Department and also some opportunities for further improvement.

3.2.2 Among the strengths the Commission identified were clear focused and measurable priorities had been set and extensive monitoring and reporting arrangements were in place at all service locations. The department’s Business Plan also reflected corporate priorities and staff were familiar with both service specific and personal objectives.

3.2.3 The opportunities identified for further improvement included, developing more flexible performance targets and monitoring the service’s ability to meet the needs of the

diverse local community it serves. In line with these suggestions for improvement, the Scrutiny Review Panel was given the opportunity to view the Action Plan which dealt with many of the issues raised. The Panel noted that some of the Audit Commission concerns were similar to those of the Panel, such as the forward planning arrangements with Client Services and staff involvement.

3.3 Customer Surveys

3.3.1 Customer Services operate a programme of user surveys to identify user satisfaction and track it over time. The programme includes:

- An annual telephone survey with a sample size of around 1000 customers;
- An annual exit and call back survey in between telephone surveys, to establish satisfaction with particular interactions. The sample size is 100 customers per site.
- A user satisfaction question at the end of each interaction, which is recorded in the Customer Relationship Management System. This has been in place since the upgrade to the system in 2003 but because of problems with that upgrade, **the department have been unable to extract the information.** The overall results were as follows:

From the telephone surveys

Were they...?							
	Satisfied (sat. and v. sat)	Very satisfied	Satisfied	Not satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Dissatisfied (dis. & v. dis.)
All 2005	77.1% (763)	30.2% (299)	46.9% (464)	9.9% (98)	8.3% (82)	4.7% (46)	13% (128)
All 2003	72.2% (596)	22.9% (189)	49.3% (407)	10.5% (87)	11.5% (95)	5.8% (48)	17.3% (143)
All 2002	74.5% (584)	31% (243)	43.5% (341)	12.4% (97)	7.5% (59)	5.6% (44)	13.1%

From the Exit and Call Back Surveys

Were they...?			
	Satisfied (very and satisfied)	Neither S or D	Dissatisfied (very and dissatisfied)
Nov 2004 (Reception Survey WG & STCSC only)	84.2%	9.6%	10.9%
June 2004	88.7%	3.7%	7.6%
2003	88.9%	7.7%	3.4%

More details can be found in Appendix 3, which also shows differences between centres.

3.3.2 From the survey results, South Tottenham CSC customers are consistently less satisfied than at other centres. This can be as a result of:

- **The environment**, because this colours people's perception of the interaction they have with the Council. South Tottenham CSC was not fully refurbished when it became a CSC and is consequently looking worn and grubby. However, this year the department have changed the chairs in the public area, and are replacing the older worn carpet, redecorating the walls, laying out the queue differently and improving the lighting. The layout changes will allow increased use of the wall space for leaflets (particularly for Housing as a result of the ALMO mock inspection).
- **The standard of customer care.** The areas of main concerns were the ability to deal with the enquiries and the ability to answer all the questions. The department have undertaken a range of refresher training courses for all staff across the service in the main service areas handled in CSCs. This was a concern raised by customers in the 2005 Annual Telephone Survey as highlighted in the table below and also by residents at the North Tottenham Area Housing Forum. Other contributory factors include, further widening of services and staff lacking confidence. The Panel felt that this issue could be resolved through improving training and ensuring Team Managers have specialist knowledge of service areas as outlined in recommendation 20.

Were they...?				
Year	...Able to deal with your enquiry?		...Able to answer all of your questions?	
	Yes	No	Yes	No
2005	80.5% (795)	19.5% (192)	84.7% (827)	15.3%(149)
2003	82.7% (664)	17.3% (139)	84.4% (665)	15.6% (123)
2002	85.3% (617)	14.7% (106)	85.7% (603)	14.3% (101)
2001	86%	-	82%	-

3.3.3 The Panel were generally pleased with the customer feedback methods used by the department. An area of concern for the Panel was whether the user satisfaction surveys undertaken at the end of each interaction would give any real valuable information. The Panel observed the various methods used by Customer Services Officers in undertaking this feedback, which were inconsistent and could lead to unsubstantiated conclusions. The Panel felt staff need to be better trained on undertaking this survey and more information needs to be derived from this survey to consider it be a useful exercise. In light of the fact that results of the survey had not been available until the recent upgrade of the Customer Relationship Management System, the Panel has recommended that Customer Services Department review the value and process of the user satisfaction survey. The Panel requested that, in 12 months time, a report outlining the conclusions reached including supporting evidence, details of actions, if any, implemented be submitted to Overview & Scrutiny Committee. If the value cannot be justified the Panel believes that this practise should be ceased.

3.3.4 The Panel observed at Westminster Council an automated survey system, 'Viewscast', to obtain user information after each call to the call centre. The system allows the capture of feedback and learn the results in real time, through an online reporting tool. The Panel had considered recommending that the Department purchase such a system, but due to the cost it is suggested that this is something the Department looks into the future.

- 3.3.5 A brief survey was undertaken to find out what other local authorities were doing to obtain customer feedback after each interaction. This is attached in Appendix 4. The survey shows that none of the boroughs surveyed, undertake any regular customer feedback. As the Panel are unsure of the value of the information from this survey, it has asked the department to analyse the information and establish whether it is helpful in resource allocation.

RECOMMENDATION 1

That Customer Services Department review the value and process of the user satisfaction survey undertaken by Customer Services Officers after each interaction. The Panel requested that, in 12 months time, a report outlining the conclusions reached including supporting evidence, details of actions, if any, implemented be submitted to Overview & Scrutiny Committee. If the value cannot be justified the Panel believes that this practise should be ceased.

- 3.3.6 A pilot Mystery Shopping exercise has been developed by Westminster Council, with the Office of Public Management (OPM), as part of their performance assessment. The Panel were particularly impressed with this customer centred approach, which involves recruiting and building the capacity of local residents to act as mystery shoppers themselves. This approach has the advantage of testing whether service meets the real needs of real customers and can include complex interactions, which can only be experienced by real customers e.g. school selection. The OPM methodology to mystery shopping is attached in Appendix 5.
- 3.3.7 The Panel was informed that the Department already had a list of local residents who would be willing to take part in such a survey, for a small fee. The Panel felt that mystery shopping would give the Department real independent feedback from customers of the service received and therefore enable them to make real changes. It is therefore recommended that Customer Services Department develop a mystery shopping exercise as part of their user consultation. The mystery shoppers to include local residents, disabled users, local businesses and Council officers. The mystery shopping should include testing access for disabled users including parking facilities.

RECOMMENDATION 2

That Customer Services develop a mystery shopping exercise as part of their performance assessment process. The mystery shoppers to include local residents, disabled people, businesses and council officers. The mystery shopping should include testing access for disabled users including parking facilities.

3.4 Customer Services Staff Training & Recognition

- 3.4.1 Staff training, feedback and recognition is an important element in improving the performance of the service. The Audit Commission report noted that 'there is clear understanding and recognition of the overarching service vision, goals and targets amongst staff'. There are currently a variety of means used to communicate with and encourage staff feedback including monthly team meetings, operational briefings and newsletters.

- 3.4.2 The Panel held a focus group with staff from Customer Services and Client Services to better understand their needs and ideas for improving services to residents. The Panel were particularly pleased with some of the issues raised by staff, who acknowledged that a good service was being provided to residents, but it has the potential to provide excellent services. Some of the Panel's recommendations in this section arise from the discussion held with staff.
- 3.4.3 Recognising the work of staff is a proven method to improving staff performance and productivity. The Council already has programmes such as the 'extra mile' award to recognise and reward staffs who provide excellent services. The Review Panel heard from staff at the focus group, that an award scheme would not only motivate staff to work harder, but would also recognise those staff that provide a consistent level of excellent service to residents. The Panel was informed by the Head of Customer Services that a scheme was in existence, but had stopped for a while. The Panel has therefore recommended that the monthly award scheme for staff in Customer Services be reintroduced to recognise and reward excellent customer services.

RECOMMENDATION 3

That the monthly award scheme for staff in Customer Services be reintroduced to recognise and reward excellent customer service.

- 3.4.4 Staff from Customer Services and Client Services highlighted the need for co-ordinated training to ensure a consistent level of service is being delivered to residents. The Panel heard of the need to keep up to date with developments in both side, was an important element of service provision. The Panel has therefore recommended that training for Customer Services and Client Services staff be co-ordinated and where possible shared in particular where there is change of legislations or a new Council service is introduced.

RECOMMENDATION 4

That training for Customer Services and Client Services staff be co-ordinated and where possible shared in particular where there is change of legislations or a new Council service is introduced.

- 3.4.5 An issue brought to the attention of the Panel by officers in Client Services, was that Customer Services staff were calling them for basic queries which was affecting performance in both services. They felt that many of these queries could and should be dealt with by Team Managers. It was noted that in many cases calls to Client Services were part of the standard process. The Panel concluded that by reducing unnecessary calls to Client Service, it would improve performance for both services. It has therefore recommended that Team Managers keep log of reasons for calls to Client Services, and that this be reported to liaison meetings. All calls to Client Services by Customer Services staff which are outside the process agreed with Client Services must be authorised by Team Managers. The Panel hopes that by keeping a log and the subsequent discussion at liaison meetings, it will enable Customer Services to identify and address issues which are reoccurring.

RECOMMENDATION 5

That Team Managers keep log of reasons for calls to Client Services and that this be reported to liaison meetings. All calls to Client Services by Customer Services staff which are outside the process agreed with Client Services must be authorised by Team Managers.

3.4.6 The Panel noted from the Staff Survey in 2005 that staff feedback about service development was limited. This was also highlighted by the Audit Commission's report. There were four issues which were raised with Members of the Scrutiny Panel, which indicate that opportunity for staff feedback are not as effective as should be. They were as follows:

- a. Housing Benefit application form needs to have section for applicants to give permission at the time of application for others to make enquiries / representations on the applicant's behalf.
- b. Housing surveyors need to leave a slip stating what repairs/work is to be done.
- c. Housing department to check if there is a Housing benefit claim being processed prior to taking income recovery action.
- d. Parking enforcement during public holidays, especially Christmas holidays.

3.4.7 The Panel attempted to ensure that these four issues could be resolved before the work of the Panel was completed. The Panel noted the following:

- a. Subject to legal issues the department would look into implementing this, when the Housing Benefit form is redesigned again.
- b. The Head of Repairs Operation has stated that leaving a slip would remove any discrepancy over what has been said and agreed. Managers in the Repairs Department are working on drafting a slip.
- c. In regards to checking of any claims for benefits, before income recovery, this has now been included in the 'Initial Recovery Work Plan' to be used by all staff. It states that 'the Housing Managers /Rent Recovery Officers checks account records for the previous payment history and to ensure there has been no changes in Housing Benefit payments, or other issues that may have caused the arrears.
- d. The Panel saw a copy of the Operational Brief (December 2005) from Customer Services, which detailed the parking arrangements during the Christmas holiday period.

3.4.8 The Panel has therefore recommended that Staff feedback needs to be enhanced, bottom up and the staff suggestion scheme should be reintroduced.

RECOMMENDATION 6

Staff feedback needs to be enhanced, bottom up. In addition the staff suggestion scheme should be reintroduced.

3.5 Information Technology Systems

3.5.1 Information technology (IT) creates both new opportunities and new challenges for local government. It enables services to be more efficient and individualised. At the same time it poses challenges in managing the systems to deliver the service and ensuring the system does not fail.

- 3.5.2 The Customer Relationship Management (CRM) enables the generic Customer Services staff to handle a wide range of request for service and information consistently and professionally. Without it, specialist staff would be required creating bottlenecks and impacting on service levels and flexibility of staff deployment. The system comprises;
- A customer database which includes a history of each customer’s contacts with the Council and their outcomes.
 - A source of business rules and processes to ensure that customers enjoy consistent treatment and outcomes for any given set of inputs/requests for service or information.
 - A knowledge base of information.
 - A source of support for customer service staff operation of client service systems.
- 3.5.3 The Panel noted that IT support to Customer Services was good, with incidents for Customer Services treated as a high priority. There were clear escalation process and regular meetings with software suppliers. However, there were challenges facing this which include supporting two environments: legacy and the refreshed environment. This will be resolved by the completion of tech refresh. In addition, the contract with software suppliers needs to be reviewed to reflect the department’s core business hours.
- 3.5.4 A new version of Siebel (Customer Relationship Management Software) was deployed from November 2005. This was a major upgrade utilising the Public Sector version of the Siebel product. It introduces new ‘easier to use’ processes and activities for the Customer Services Officers and also provides the foundation for the continued evolution of Siebel. Future enhancements to Siebel will be aimed at continuing to both widen the services provided by Customer Services and “deepen” the service offerings through integration between Siebel in the front-office and the back-office “departmental” systems. This evolution will include Siebel interacting with various customer channels such as face-to-face, web, phone, fax, SMS etc. The plans are not rigid, it allows for flexibility to support the evolution and any changing priorities of the Customer Services Strategy.
- 3.5.5 Service levels in Customer Services is affected by system downtime, which means the software’s used by the department are unavailable. This also increases the call demand as customers have to call back. System down time is measured from the moment a call has been logged within Clarify (the call logging system) until the call is resolved (deemed fixed by the user). If the incident is not resolved then it is escalated within the IT services management structure. All systems and services deployed during the last 12 months have added resilience built into the design of the systems/services.
- 3.5.6 A project Board for Customer Services chaired by the Head of Customer Services manages the priorities for IT investment based upon the needs of the Customer Services Strategy. Projects are planned and executed in accordance with the Council’s Project Management Framework and are jointly staffed and led by Customer Services and IT project managers. Customer Services lead the business implementation, undertaking change management activities with the appropriate level of support from IT. In the case of Siebel, over the course of the next 24 months it is anticipated that on average, 3 new releases per year will take place in line with the roadmap, thereby

providing new functionality in a regular and controlled manner and avoiding the higher risks

- 3.5.7 The Review Panel has recommended that IT Service undertake a review of the underlying causes of system downtime with particular emphasis on reducing such downtime. The Panel believes due to the reliability on IT softwares and support, it is imperative that the Department has reliable, dynamic and cost effective systems. Although the Panel had looked briefly at the IT support it is their opinion that this needs to be further looked at, as internal scrutiny have insufficient expertise to carry out such a review.

RECOMMENDATION 7

That IT Service undertake a review of the underlying causes of system downtime with particular emphasis on reducing such downtime.

- 3.5.8 The Panel noted that logs of system downtime were reported to the Executive Member for Organisational Development & Performance (Responsibility for IT). It would also be useful for this to be reported to the Customer Services Member Working Group (CSMWG) chaired by the Executive Member for Community Involvement. The CSMWG consists of the Leader and the Executive Members for Community Involvement, Organisational Development & Performance and Finance and has the remit of supporting the implementation of the Customer Services Strategy and IS/IT Strategy. This would enable this group to direct resources and amend strategies accordingly.

RECOMMENDATION 8

That logs of system downtime be reported to each Customer Services Member Working Group meeting.

3.6 Budget & Performance

- 3.6.1 The Assistant Chief Executive (Access) presented to the Panel the Pre Business Plan for 2006/07. The Panel noted the key revenue investment and new cashable efficiency savings proposed for the next three financial years. In particular Customer Services are expected to save £899,000 over the next three years. These savings will be achieved through the development of Siebel (CRM) programme resulting in improved efficiencies including process improvement, understanding what creates demand and taking action to satisfy needs and reduce demand and migration of self service channels. These will be delivered through a combination of taking on new services (more service from the same resource) and some Customer Service staff reductions, through natural turnover.
- 3.6.2 The Panel considered that the proposed investment in a Voice Recording System costing £75,000 would be great benefit to the department. Currently call monitoring of staff at the call centre takes place with Team Managers sitting down and listening to Customer Services Officers taking calls from residents. The Panel heard from Team Managers in Westminster & Brent Council, who have this system, which enables them to undertake other duties and listen to calls at times suitable for them and the department. The system would also reduce any uncertainty about nature of conversations taking place between officers and residents. Such systems are used by many organisations to improve training and services.

3.6.3 The Panel is of the opinion that this saving is achievable at the same time as maintaining existing targets due to the development of Siebel and the implementation of the more robust performance management system. They had seen no evidence or received representations on service targets to be reduced any further. The Panel were particularly keen to ensure that the planned targets were not increased or decreased during this period as this may compromise service quality which the Panel finds to be satisfactory.

RECOMMENDATION 9

That the planned saving targets for the next three years are considered to be achievable whilst maintaining existing targets.

3.7 Value for Money

3.7.1 The revised Comprehensive Performance Assessment (CPA) arrangements increase the focus on being able to demonstrate value for money. Taken with the decision to establish an Arms Length Management Organisation (ALMO) for the Council's housing, there is a challenging agenda to ensure that the Customer Services channels are perceived by the residents and the ALMO as their service of choice, which demonstrably offers value.

3.7.2 Customer Services has a developed performance management system and the IT systems that are used to enable the department to measure and manage performance. Consequently, the service do understand how much of staff time is productive and how efficient that time is. Over the last 18 months, improvements in efficiency have been made, by reducing transaction times and by managing non-productive time downwards.

3.7.3 Further efficiency gains will be delivered as a result of the Siebel Development programme. It is anticipated a reduction of 1 minute per transaction increasing the capacity of Customer Services and reducing the unit cost per transaction further. This is reflected in the proposals in this year's budget savings to extract around £900k of efficiency savings from the Customer Service operation over the next three years.

3.7.4 The Council has been leading bench marking activity on a pan London basis so that comparison can be made of the cost, quality and operation. The department is also commissioning research to retest the value which customers attach to the way the service is organised.

3.7.5 The service delivery design is different from many of the comparators. For example, Customer Services average transaction time is much longer than some of the comparators and this is because:

- Our cut off point is deeper than other authorities (we complete more at first contact)
- We have much more data entry, Customer services staff are using the CRM system and client service systems which as yet has no system integration.

3.7.6 There is little comparative data for Customer Service Centres. The Council has supported and analysed a survey across 14 London Boroughs. The results of this are encouraging as outlined below:

Customer Services for London Survey results	London average	Haringey
Was the Customer Services Officer you spoke with welcoming and professional	98.7% yes	97.8% yes
Was the time that you waited acceptable given the nature of your enquiry	92.4% yes	94.8% yes
How long did you wait - more than 15 minutes	15.1%	11% 89% seen within 15 minutes (our target 70%)
Was the environment welcoming and user friendly	94.6% yes	98.9% yes
Were we able to provide the service that you wanted or direct you to the correct point of contact	95.9% yes	94.8%
How do you rate the service received	1.3% said poor	0.5% said poor
Why did you choose to visit the service - better service	23.9%	28.8%
Why did you choose to visit the service - only way for the enquiry to be handled	33.9%	26.1%
Why did you choose to visit the service - convenience	20.6%	34.8%

3.7.7 In terms of service level in the Call Centre particularly, performance is amongst the best of those surveyed. A copy of the local authority call centre benchmarking group is attached in Appendix 6. The fact that our call handling time is one of the highest relates to the depth of the service.

3.7.8 In the Local Government Customer Services Benchmark report (by Mystery Shoppers Ltd), Haringey ranked 6th of the 16 authorities in the group. In addition, the UK Contact Centre Operational Review in 2004 noted the following:

- Average call length was 207 seconds in comparison to the 515 seconds in Haringey, reflecting the range of quite different approaches to service depth;
- Abandonment Rate was 8/9% against 5.5% in Haringey;
- Average speed to answer was 24.6 seconds against Haringey's 26 seconds.

4.0 CUSTOMER CARE

4.1 Customer Focus Council Wide

4.1.1 The 2004 Customer Services Strategy Review highlighted the development of Customer Services across the whole Council as an issue. The council has appointed a Corporate Customer Focus Manager with corporate responsibility to promote customer focussed behaviour and good standards of customer care across the Council, to which the Smart Working programme is geared. A Corporate Customer Focus Strategy is being developed; this will complement the principles on which Customer Services operate and will be pivotal in embedding the one-council approach that we wish to instil

throughout the organisation. It is important that what is proposed as a Customer Focus Strategy does not duplicate or overcomplicate but rather adds real value. To achieve this, we need to ensure that parameters, objectives, targets and responsibilities are clear, well communicated, understood and owned.

- 4.1.2 Customer Focus in Haringey means putting our customers at the heart of service design and delivery. By customers, we mean local people who access or are affected by our services, recognising that the usual customer notion of choice is often absent, particularly in the case of rationed and enforcement services.
- 4.1.3 Haringey has made tremendous progress in the last four years, with many examples of excellent practice right across the authority. There is also a broad acknowledgment of instances of poor practices which require assertive, systematic action to address. The creation of Customer Services always ran the risk of sidelining 'customer service' as something that only Customer Services was responsible for. The Customer Services Strategy is based on two basic principles; to provide accessible single points of contact for services and to provide cheaper forms of access. Customer Focus provides a timely opportunity to ensure a corporate approach to addressing customer needs, interests and convenience. However, we currently lack the mechanisms to share and learn from what we do and our actions lack strategic direction and support. This mitigates against establishing and implementing minimum service standards and the one-council approach that we wish to instil throughout the organisation.
- 4.1.4 Customer Focus was the theme of the Staff Summer Event held in July 2005. The event was attended by around 550 staff at all levels and the feedback from the day has been overwhelmingly positive. An impressive 85% stated that they would be doing things differently back in the workplace, as a result of what they learned on the day. In addition, a Council wide Customer Focus Network is currently being put together. The Network will provide a major mechanism for involving staff from across the authority at all levels. Additional remit for the Customer Focus Network would include some of the following:
- play a key role in keeping Customer Focus on the agenda in the workplace
 - raise awareness of problems around service delivery
 - provide a platform for discussing common minutiae e.g. phone answering
 - help to develop new service standards and performance indicators
 - be offered training to champion given initiatives e.g. the use of plain language
 - mystery shop each others web pages
 - share and pilot ideas for improvement
- 4.1.5 Membership of the Institute of Customer Services (ICS) offers the Council the opportunity to keep informed of developments in the field, learn from other organisations and to benchmark. ICS is a not-for-profit organisation established in 1997 whose purpose has been to create a new profession of customer service. It is backed by the Cabinet Office, SOLACE, and the IDeA amongst others and has a wide membership including over 60 local authorities (which includes about a third of London boroughs).
- 4.1.6 The headline advantages of joining are;

- access to the latest research;
- ready-made benchmarking mechanisms;
- a wide-ranging national network of public and private sector organisations;
- access to their extensive and excellently regarded staff awards and development programme.

The staff award scheme is heralded because of its approach of embedding the development programme firmly in the business of the organisation. Its nature means that it is attractive to a much wider range of staff than more traditional qualification routes and would help to instil a very inclusive, corporate concept of the customer service professional. The programme is aligned with Investors in People (IiP) and the Comprehensive Performance Assessment (CPA). During the course of the Review the Panel heard that a decision had been made to go ahead with the Membership and the Panel supports this decision. **In particular the Panel is keen to ensure that opportunities for staff development are utilised.**

- 4.1.7 The Reception Project report by the Corporate Customer Focus Manager and confirmed by the Panel's visit to the Customer Service Centre, noted that the display and update of posters and leaflets in receptions was patchy. The Panel agreed with the Reception Project recommendations that the Communication Unit be responsible for the distribution, design and update of leaflets and posters to ensure posters and leaflets are consistency throughout all the Council buildings.
- 4.1.8 The Review Panel endorsed the projects being developed by the Corporate Customer Focus Manager. This includes the following:
- Further developing Customer Focus throughout the Council;
 - Membership of the Institute of Customer Services, including opportunities for staff development in the field;
 - That the Communication Unit manages and controls the printing and distribution of posters and leaflets. All leaflets and posters should include versions/ date of issue indicators, to assist in removal of obsolete items. In addition, electronic copies of posters and leaflets be made available on the Council Website.

RECOMMENDATION 10

The Review Panel endorsed the projects being developed by the Corporate Customer Focus Manager. This includes the following:

- 1. Further developing Customer Focus throughout the Council through a Customer Focus Strategy;**
- 2. Membership of the Institute of Customer Services, including opportunities for staff development/qualifications in the field;**
- 3. That the Communication Unit manages and controls the printing and distribution of posters and leaflets. All leaflets and posters should include versions/ date of issue indicators, to assist in removal of obsolete items. In addition, electronic copies of posters and leaflets be made available on the Council Website.**

4.2 Security at Customer Services Centres

4.2.1 The Reception Project also considered the issue of security guards at reception points and it noted that their roles varied between receptions. The Panel was particularly interested in whether there was a need for security guards at the Customer Services Centres. They noted during their visit to Brent and Westminster Council that they had no security guards at their One-Stop Shops. As far as the public are concerned, security guards are Council staff (although currently employed through an agency), and as such a greater interest needs to be taken in ensuring that they portray an image that the Council is happy with.

4.2.2 The Review Panel has therefore recommended that in line with the findings of Reception Project report, it is recommended that firstly the need for security staff at all Customer Service Centres be investigated. It has suggested that if security guards are not needed then the responsibility for the maintenance and updating of displays of leaflets, forms etc be the responsibility of a permanent member of staff. Secondly if there is a need, that they be employed permanently by the Council with a varied role to include some of the following:

1. Welcoming customers;
2. Direct customers to appropriate officers;
3. Provide answers to basic queries;
4. Be responsible for the maintenance and updating of application forms, posters and leaflets display.

RECOMMENDATION 11

That inline with the findings of Reception Project report, it is recommended that firstly the need for security staff at all Customer Service Centres be investigated. Secondly if there is a need that they be employed permanently by the Council with a varied role to include some of the following:

- 1. Welcoming customers;**
- 2. Direct customers to appropriate officers;**
- 3. Provide answers to basic queries;**
- 4. Be responsible for the maintenance and updating of displays containing application forms, posters and leaflets display.**

4.3 Customer Contacts

4.3.1 The Call Centre staff have been handling the task of responding to e-mails and e-forms while they are waiting for calls to come through. This obviously makes greater usage of their time. The Panel heard about the process involved in responding to e-mail and were pleased with this. The Panel has recommended that the Call Centre be renamed Contact Centre to reflect the varied services it provides.

RECOMMENDATION 12

That the Call Centre be renamed 'Contact Centre' as it now deals with e-mails.

4.4. Achievements

- 4.4.1 The Panel noted the significant improvement in performance and service delivery that Customer Services had made over the last few years. In particular in March 2005 77.3% of calls to the call centre were answered in 15 seconds, compared with the 5.5% in April 2004. This has been recognised by customers in the annual telephone survey, which registered an increase in overall customer satisfaction from 71% in late 2003 to 77% in May 2005. Service levels in Customer Service Centres remained good and achieved 77% of customers seen in 15 minutes for the year, against the target of 70%.
- 4.4.2 Through the Customer Services Strategy the department is now offering more services and in more depth to the customer. This has increased the proportion of initial contacts through Customer Services from 34% to 37%. The Council is closer to its aspiration of dealing with customer's queries in one visit.
- 4.4.3 The Panel believes that Haringey's Customer Services has the ability to be recognised nationally for the excellent service provided by the department. The Charter Mark is recognised as the tool for continuous improvement in customer service and is unique in its focus on the service the customer actually receives. The Charter Mark has the benefit of demonstrating to the wider public the high level of service that can be expected from the organisation and has a positive impact upon staff morale, by acknowledging their commitment to customer service.

RECOMMENDATION 13

It is the opinion of the Scrutiny Panel that the ability is there to 'win a national award for the excellent services provided by the department. The Panel encourages Customer Services Department to apply for a Charter Mark award or other national awards for Customer Services.

4.5 Service Enhancement

- 4.5.1 The Head of Customer Services informed the Panel that a review of the phone system was to take place. At present callers are informed on the length of time they have to wait until their call will be answered. The Panel's experience of other call centres where the phone system indicates the callers' position in the queue and the estimated time of waiting, was queried with the department, who stated that this could be something that can be looked into as part of this review. The Panel believes that improving the user experience of the service would improve customer satisfaction levels, and it would enable customers to contact the Council at times appropriate to them.
- 4.5.2 In this modern age of cashless payment it is important that the Council offers residents the opportunity to pay for services using their debit/credit card. Although residents are able to pay for some services, such as parking, using their cards over the phone, the ability to use them at Customer Service Centre does not yet exist. The Panel noted that the department had been considering introducing this facility this year and therefore recommended this be undertaken as soon as possible. The opportunity to encourage more customers to use Customer Services can only be beneficial for the Council and therefore it is important to offer the residents various payments methods. This is of more importance in light of recommendation 15 of the Panel.

RECOMMENDATION 14

That all Customer Service Centres introduce the facility to take credit/debit card payments immediately.

- 4.5.3 The Panel noted that currently parking permits are only available through the Parking Shop which is based in Wood Green. A pilot to provide parking permits through Customer Service Centres was completed in October 2004. The rollout to all the Centres has been delayed due to technical difficulties. This is an important service which affects residents in the whole borough and it is not available through the Call Centre, as various evidence of identification is needed. To improve residents' perceptions of the Customer Service Centres, it is important to provide those key services which affect the majority of residents. It defeats the purpose of providing local centres, if for a key service; residents have to go to a specific building. The Panel was assured by the Head of Customer Services, that work had been going on to overcome the technical difficulties and that parking permits would be available from Customer Service Centres very soon.

RECOMMENDATION 15

That the roll out of parking permits to all centres be completed immediately.

4.6 Customers Accessibility

- 4.6.1 Accessibility is about ensuring that we reach out to the many different communities that live in Haringey. A clear analysis of the service user base is essential to enable the service to identify service take-up issues. The data gathered as part of customer consultations add to this. The Customer Relationship Management (CRM) system is designed to allow detailed analysis of user base and provides information to assist the targeting of services and communities. In 2005 the overall satisfaction rate was 77.1% which disaggregates as follows:
- Disabled users 79.3%
 - White users 75%
 - Asian users 64.1%
 - Black users 77.3%
 - Council tenant users 80.7%
- 4.6.2 The department is not aware why the Asian communities' satisfaction level is so different and will be undertaking some focus group work to explore this. The Panel through their visit to the Customer Service Centres and the Call Centre noted the many good procedures were in place, such as the Turkish Surgery in Wood Green Customer Service Centre. The Panel however felt that there were some accessibility issues which could help some sections of people in Haringey, access our services more easily.
- 4.6.3 The analysis of Customer Services performance indicators revealed that the Hornsey Customer Services Centre (CSC) had the lowest number of visitors in 2004/05 and this trend had continued from April 2005 to July 2005 as indicated by the table below:

Customer Service Centre	Out-turn 2004/05	April 2005	May 2005	June 2005	July 2005
Hornsey	19007	1754	1526	1624	1507
South Tottenham	43418	3551	3693	3829	3354
North Tottenham	26376	2245	2209	2456	2198
Wood Green	50015	6185	5307	5988	5932

- 4.6.4 The 2005 Customer Services Telephone Survey, revealed that personal visits to the Hornsey CSC was the lowest of the four centres and had the highest number of contacts by telephone. The Panel, in its discussion about the future use of the Hornsey Town Hall, has recommended that it be investigated whether the demand and usage of the Customer Service Centre in Hornsey justifies the need for a centre in the area.
- 4.6.5 The Panel has recommended that as part of the Accommodation Strategy it is considered, if there is a need to move the Hornsey Customer Service Centre. If so the Panel suggest it is relocated to Hornsey Library, taking into account the need to co-locate with Housing Services. The Panel received comments from the Project Manager in Property Services, who stated that 'proposals for the future management and use of Hornsey Town Hall are currently being developed by the Community Partnership Board. The mix of future uses would not necessarily preclude use by the Council, particularly for services with a customer focus. Whilst any future review of the Hornsey CSC location would in all likelihood include Hornsey Library amongst the options to explore, it would also need to take account of factors such as customer accessibility, the need for housing (ALMO) services to be co-located with the CSC'.

RECOMMENDATION 16

That it be investigated whether the demand and usage of the Customer Service Centre in Hornsey justifies the need for a centre in the area. In addition, that in the future Accommodation Strategy considers, if there is a need to move the Hornsey Customer Service Centre, that it be relocated to Hornsey Library, , taking into account the need to co-locate with Housing Services.

- 4.6.6 The Panel was informed that the use of 'Deaf Sign Language interpreters' and 'Minicom' facility were minimal. It is important that facilities for disabled users continue to be provided, to ensure all communities can access service through the customer service channels. During the course of the review the Panel heard that the department was introducing 'Type Talk', which is a user-friendly service specifically designed for the deaf and hard of hearing. In addition, the Panel has also recommended that 'Sign Video', which provides professional Sign Language interpreters in minutes through a videophone, be introduced in Customer Service Centres. The Sign Video project is funded by the Office of Deputy prime Minister and supported by the Greater London Authority. The equipment is provided free and the Council is only charged when the service is used. It is cheaper than bringing an interpreter to the office. The Panel was informed that Officers from Customer Services had visited the company providing this service for a demonstration and work is underway for a pilot in Wood Green Customer Services Centre.

RECOMMENDATION 17

That Customer Services provide 'Sign Video' system for deaf users at the Customer Service Centres and a 'Type Talk' system at the Call Centre. This should replace the Minicom facility and deaf sign language interpreters.

- 4.6.7 The Panel noted during their visits to the four Customer Service Centres, that parking facilities for disabled users were minimal, if any. To ensure disabled users are welcome and able to use the centres, it is vital parking facilities are available. The Panel has therefore recommended that Customer Services, in consultation with Property Services and Highways Department, provide parking facilities for customers with disability as near as possible to the Customer Service Centres. These facilities should be clearly marked for the use of disabled customers only and actively enforced.

RECOMMENDATION 18

That Customer Services in consultation with Property Services/ Highways Department provide parking facilities for customers with disability as near as possible to the Customer Service Centres, which should be clearly marked for the use of disabled customers only and clamping be in operation for unauthorised parking.

- 4.6.8 As a result of the Panel's visit to Apex House (South Tottenham) Customer Service Centre and residents' comments to Councillors about the current queuing system at the centre the Panel has recommended that the single queue at Apex House be reconfigured as a matter of urgency. The Panel believes that the first impression our customers receive of our centres makes an impact on their future use of the centre.

RECOMMENDATION 19

That the single queue at Apex House Customer Service Centre be reconfigured as a matter of urgency.

5. CLIENT SERVICES

5.1 Planning & Communications

- 5.1.1 The importance of effective communication and planning with Client Services is highlighted in the 2005 Staff Survey, as well as the Customer Services Business Plan. It was further reiterated to the Review Panel, at the focus group held with staff from Customer Services and Client Services. The department has service level agreements with client services and there are regular meetings about service levels, hand off arrangements, future development plans and other issues arising. The department currently holds monthly liaison meetings with all the key client services, involving operational staff and holds quarterly meeting involving senior staff from client and customer services.
- 5.1.2 However there remain a number of key issues to be resolved, to enable customer services to achieve their objective of seamless and effective service. These include:
- Client Services informing Customer Services of changes that will affect them at an early stage;

- Client Services to improve performance and reduce backlogs so that repeat calls are decreased;
- Customer Services to explore with client services the clashing of peak demands, so that movement can be achieved to smooth demand wherever possible.

5.1.3 The need for more robust joint forward planning arrangements with client services, to help balance demand levels was highlighted by the Audit Commission in their review. The report noted that the service remains largely reactive as there are no plans in place to balance demand levels. Good communication is essential to ensure that operational activities are planned in such a way, to minimise impact on Customer Services ability to meet demand.

5.1.4 The staff focus group which was facilitated by a consultant from the Council's Organisational Development & Training Department and was designed to ensure that staff identified three key issues and suggested solutions. An issue raised by staff was relationship with Client Services, which included looking into the communication, priorities and information. Staff suggested that feedback from liaison meetings needed to be provided to all staff, and that shadowing staff from other departments would give better understanding of each of their roles. Visits to a Customer Service Centre for all new staff, should be included in Corporate Induction and information sent to staff should be prioritised and sent at the right time.

5.1.5 Client Service staff highlighted the number of calls they are receiving from Customer Services Officers as an issue causing backlogs. They are unable to reduce their backlogs because of the number of calls they have to take from Customer Services. Discussion with senior staff from Customer Services revealed that in many cases staff lacked in confidence and knowledge of the 'cut off' point. The Panel has therefore recommended that Team Managers and senior staff be trained as service champions, in particular service areas, to reduce calling Client Services and improve service time. It is proposed that two champions for each service, be developed in the Call Centre and one for each of the major services, in Customer Services Centres.

RECOMMENDATION 20

That Team Managers and staff be trained as service champions in particular service areas to reduce calling client services and improve service time.

5.1.6 The Panel heard that Customer Services were not aware of changes taking place in Client Services which was affecting performance. At the time of the Panel's visit to the Customer Service Centres, Members were informed that a reminder letter had been sent to a number of residents by one of the Client Services. Customer Services were not aware of this until very late and therefore did not have adequate resources to cope with the subsequent demand. The Panel has recommended that Customer Services be responsible for the development and updates of a forward plan in conjunction with Client Services which has details of all major letters, information, bills, reminders etc being sent to residents throughout the year, to enable Customer Services to prepare resources adequately.

RECOMMENDATION 21

That Customer Services be responsible for the development and updates of a forward plan in conjunction with Client Services which has details of all major

letters, information, bills, reminders etc being sent to residents throughout the year to enable Customer Services to prepare resources adequately.

- 5.1.7 The department currently keeps staff informed through monthly operational briefs, urgent briefs and team meetings. It is important that information through these channels is better focused. The Panel have recommended that regular service liaison meetings between Customer Services and Client Services be held. At each meeting at least one member of staff from Customer Services should participate, with different staff taking part. In addition, all staff and team managers in Customer Services and Client Services should be advised of key outcomes, arising out of service liaison meetings. The Audit Commission report identified that 'key messages on service development or as to how service delivery issues raised through 'issue logs' will be addressed, were not clearly communicated to staff by team managers. There is currently no standard approach for doing this. Their report also recommended that key messages regarding service development and resolution of issues raised through 'issues logs' are clearly communicated to Customer Services Officers in a systematic way.

RECOMMENDATION 22

That regular service liaison meetings between Customer Services and Client Services be held as required. At each meeting at least one member of staff from Customer Services should participate. The agenda for the meeting to include the following meetings should cover some of the following issues:

- 1. Minutes of the last meeting (review of actions/responsibilities);**
- 2. Review Performance Measures/Statistics and quality against targets;**
- 3. Call Centre performance statistics;**
- 4. Key Housing performance indicators;**
- 5. Review current issue logs / raise new issues;**
- 6. Review of future development plan – include anticipated workloads, contingency planning, scheduled downtime, training, recruitment and resource capacity;**
- 7. Review Draft SLA;**
- 8. Reports from Team Managers on calls to Client Services which are outside the agreed process.**

In addition, all staff and team managers in Customer Services and Client Services should be advised of key outcomes arising out of service liaison meetings.

5.2 Induction & Training

- 5.2.1 The awareness of Customer Services as the face of Council is an important element in improving performance. The focus group highlighted this as an issue. Member's of the Panel who sat in with the staff at the Call Centre also found this to be an issue which needs to be addressed. The Panel has therefore recommended that as part of the Corporate Induction, organised by Organisational Development & Learning, all new employees visit the Call Centre and a Customer Service Centre.

RECOMMENDATION 23

That as part of the Corporate Induction, organised by Organisational Development & Learning, all new employees visit the Call Centre and a Customer Service Centre.

- 5.2.2 The Panel was informed that currently Customer Services takes in 2 to 3 young people a year, through the New Start Scheme. The majority of these people later secured permanent jobs with the Council. The Panel recognises the need for the Council's workforce to be representative and reflection of the diversity within the borough. It is keen to take advantage of National Schemes which help to reduce unemployment. The Panel has therefore recommended that Customer Services investigate additional funding streams to further assist in the recruitment and training of new recruits.

RECOMMENDATION 24

That Customer Services investigate additional funding streams to further assist in the recruitment and training of new recruits.

5.3 Service Re-charge

- 5.3.1 Customer Services costs are recharged to Clients Services through the corporate overhead process. Charges are based on the volume of activity, weighted by the average duration of the interactions. Initial funding is transferred from the client services, based on a scoping exercise, which assesses the numbers of staff required to undertake the work. The table below from the 2005 Annual Telephone Survey, shows that quite a high proportion of actions were not carried out by Client Services. Although this had reduced from 2003, it still meant that Customer Services were receiving a number of repeat calls from residents, whose request for information or work had not been carried out.

Were any agreed actions carried out?		
	Yes	No
All 2005	76.2% (725)	23.8% (227)
All 2003	69.8% (529)	30.2% (229)

- 5.3.2 The Panel felt that Client Services need to understand and pay for the service they receive. The current payment arrangements do not satisfactorily reflect this and therefore the Panel is recommending that the charging arrangements for Customer Services be clarified. Client Services need to be made aware of visits/ calls handled on their behalf along with the average time of their transaction. Repeat visit/ calls information should also be included. Provision of this information will encourage client services to ensure a reduction in unnecessary repeat visit/ calls and to streamline their process to achieve reduced transaction times.

RECOMMENDATION 25

That the charging arrangements to all Client Services be clarified. Client Services need to be made aware of visits/ calls handled on their behalf along with the average time of their transaction, repeat visit/ calls information to be included. Provision of this information will encourage client services to ensure a reduction in repeat visit/ calls and to streamline their transactions to achieve reduced transaction times.

6.0 VISITS & STAFF CONSULTATION

- 6.1 During their visits Panel Members were able to sit in with staff at the Call Centre and listen to residents' calls being taken. This experience proved valuable for Members to understand how the department worked and the issues facing the department.
- 6.2 The Panel Members and staff from Customer Services visited the London Borough of Brent and Westminster. The Panel met with officers from Customers Services in both authorities. They visited a One-Stop Shop (Customer Service Centre) and the Call Centre. The Panel found the comparison of performance, service level and depth of service enlightening. The visits indicated that Customer Services in Haringey was performing very well. The Panel is grateful to officers in Westminster and Brent for their hospitality and openness in discussions.
- 6.3 A focus group with staff from Customer Services and Client Services was held as part of the work of the Review Panel. Approximately eight staff from Customer Services and eighth from all the major Client Services were present. The discussion and conclusions from this focus group are based on some of the Panel's recommendations. The Panel were particularly pleased to note the determination and ideas for improvements which were suggested by the officers and would be of enormous benefit to the department and their customers. There were three key issues raised by staff which included service capacity and training, relationships with client services and quality service. The Panel has attempted to input into all these issues through the recommendations.

7.0 CONCLUSIONS

- 7.1 The Panel concluded that Customer Services in Haringey has progressed considerably over the last two years. The service compares favourably too many local authorities who are recognised for development in this field. The Panel felt Haringey's Customer Service Department has the potential to win an award, for the excellent service it provides to residents.
- 7.2 The Panel has made recommendations which it hopes will help further improve the performance of Customer Services. These include different forms of customer consultation, improving staff training and feedback opportunities, and ensuring other factors which affect the performance are minimised.
- 7.3 The Panel were particularly keen to ensure that the work being undertaken to improve customer focus council wide continues. The Panel endorsed the establishment of a customer focus strategy and a customer focus network. In addition acquiring

Membership of the Institute of Customer Services which will bring benefits to staff development and benchmarking.

- 7.4 The Panel has also made recommendations on ways services could be improved for customers with disabilities. Finally the Panel looked at ways communications could be improved with Client Services, to ensure their actions do not affect the performance of Customer Services. The Panel firmly believes that with the strategies in place and those being developed and the implementation of the recommendations from this review and the Audit Commission's review, Customer Services in Haringey will be delivering an excellent service, which is good value for money.

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Table of responses, Scrutiny Review of Customer Services

Recommendation	Response	Commentary	Progress so far	Ownership
CUSTOMER SERVICES PERFORMANCE				
<p>Recommendation 1 That Customer Services Department considers the value of the user satisfaction survey undertaken by Customer Services Officers after each interaction. The Panel believes this practise should be ceased to improve service time.</p>	<p>Not accepted The service has considered the recommendation and is proposing to continue with the user satisfaction survey at the end of each service request.</p> <p>A great deal of useful data is derived from the survey and an enhancement (shortly to be introduced) will add more value by allowing staff to include details of the reason for dissatisfaction against the service request</p>	<p>Data collection and analysis is continuing. The data provides a clear insight into customer satisfaction by centre and by type of service provided. Data extracted is provided to client services through liaison meetings Some examples of data produced in:</p> <ul style="list-style-type: none"> • Hornsey CSC 87.1% of customers satisfied • N. Tottenham CSC 85% of customers satisfied • S. Tottenham CSC 81.8% of customers satisfied • Wood Green CSC 82.5% of customers satisfied • Parking control & enforcement – 100% of customers satisfied at Hornsey CSC • Primary school admissions – 83.6% of customers satisfied at N. Tottenham CSC 	<p>Data is now being analysed each month and arrangements are being developed to provide a suite of information to service managers and to client services.</p>	<p>Head of Customer Services</p>
<p>Recommendation 2 That Customer Services develop a mystery shopping exercise as part of their</p>	<p>Accepted The service is working towards undertaking a mystery shopping exercise by September 2006</p>	<p>Work is currently underway with the Customer Services for London Group (CSLG) to develop a mystery shopping process.</p>	<p>CSLG have undertaken one survey with the next scheduled for Aug/Sept. Haringey will be taking part in this exercise and</p>	<p>Information Manager</p>

Recommendation	Response	Commentary	Progress so far	Ownership
performance assessment process. The mystery shoppers to include local residents, disabled people, businesses and council officers. The mystery shopping should include testing access for disabled users including parking facilities.			will use the experience to inform its future strategy for monitoring service quality and effectiveness	
Recommendation 3 That the monthly award scheme for staff in Customer Services be re-introduced to recognise and reward excellent customer service.	Accepted The scheme has now been re-activated. Awards for the past year are about to be made.	The award scheme has now been re-activated and awards made retrospectively for the whole of 2005-6.	As a one-off, and to reward staff at a particularly busy period of the year the award from April is to be 2 x £100 (1 each for a member of staff in the Call Centre and the Customer Services Centres).	Finance & Performance Manager
Recommendation 4 That training for Customer Services and Client Services staff be co-ordinated and where possible shared.	Partially accepted It is accepted that we should co-ordinate training and action is in hand to make this happen, where it is possible. However the very different nature of the training required by Customer Services and client services staff means that shared training is not always feasible	To ensure that training is fit for purpose and reflects the true nature of the services delivered all training and process documentation used by the service is reviewed by the client service. Where there are opportunities for joint training, in change programmes or background knowledge training, opportunities to do this jointly will be exploited.		Service Development Manager

Recommendation	Response	Commentary	Progress so far	Ownership
<p>Recommendation 5 That Team Managers keep log of reasons for calls to Client Services and that this be reported to liaison meetings. All calls to Client Services by Customer Services staff must be authorised by Team Managers.</p>	<p>Partially accepted Calls to client services are, in many cases, part of the standard procedure agreed with the client service. It is agreed that all calls outside the processes should first be authorised by managers before being made.</p>	<p>All Customer Service Officer calls to client services are now required to be authorised by Team Managers prior to being made.</p>	<p>Completed</p>	<p>Team Managers</p>
<p>Recommendation 6 Staff feedback needs to be enhanced, bottom up. In addition the staff suggestion scheme should be reintroduced.</p>	<p>Accepted</p>	<p>Monthly sessions with the Head of Service are now an established part of the service consultation process. These sessions can be booked by any member of staff and can be used to discuss any issues of concern. A recently introduced innovation was April's one-off award of £100 for the best service improvement suggestion. Feedback and suggestions are also encouraged via the service's newsletter, Customer Services News and via the CS Development mailbox</p>		<p>Head of Customer Services</p>
<p>Recommendation 7 That a review be undertaken of all aspects of Information Technology and Communications support to Customer Services. Led by</p>	<p>Not accepted It is accepted that the Customer services operation is wholly dependent on the availability of effective IT systems in both Customer Services and client</p>			<p>Head of IT</p>

Recommendation	Response	Commentary	Progress so far	Ownership
independent experts and supported by Council's IT Services.	<p>services.</p> <p>In the last year or so, there have been interruptions in service due to failures in our IT managed service and as a result of the Hemel Hempstead depot fire.</p> <p>These have been dealt with appropriately and have resulted in changed contractual arrangements, and the in-sourcing of ICT management.</p> <p>Support to Customer services will continue to be a priority.</p>			
<p>Recommendation 8</p> <p>That logs of system downtime be reported to each Customer Services Member Working Group meeting.</p>	Accepted	Logs are being kept in preparation for the next meeting of CS Member Working Group meeting.		Service Development Manager and Call Centre Manager
<p>Recommendation 9</p> <p>That the planned saving targets for the next three years are considered to be achievable whilst maintaining existing targets.</p>	Accepted	-	-	-
CUSTOMER CARE				
<p>Recommendation 10</p> <p>The Review Panel endorsed the projects being developed by the Corporate Customer Focus</p>	Accepted	<p>Further developing customer focus - The overall Customer Focus Project - to set and achieve a Customer Focus</p>		Customer Focus Manager

Recommendation	Response	Commentary	Progress so far	Ownership
<p>Manager. This includes the following:</p> <ul style="list-style-type: none"> • Further developing Customer Focus throughout the Council through a Customer Focus Strategy; • Membership of the Institute of Customer Services, including opportunities for staff development/qualifications in the field; • That the Communication Unit manages and controls the printing and distribution of posters and leaflets. All leaflets and posters should include versions/ date of issue indicators, to assist in removal of obsolete items. In addition, electronic copies of posters and leaflets be made available on the Council Website. 		<p>agenda for Haringey – reports directly to the Customer Focus Stream Board and will be further supported by a discussion at CEMB on 10th October. The Customer Focus Manager is presently piloting three projects – the WOW! Awards, the ICS staff awards scheme (as below) and a Customer Focus Network. If these are successful, they will be fed into the council’s business planning process for mainstreaming. Other members of the Stream Board have volunteered to lead on other aspects of the wider agenda – such as developing a model for service standards and coordinating activity for National Customer Service Week in October</p> <p>Membership of the Institute of Customer Services - Membership of the Institute of Customer Service was taken out on 1st February 2006, for a 4 year term. Plans are in hand to begin a pilot of the well regarded staff awards and development programme this autumn. Participants and coaches are currently being identified and will be invited to a launch event on</p>		

Recommendation	Response	Commentary	Progress so far	Ownership
		25 th September. Communication Unit production and distribution of posters and leaflets - This has been fully implemented		
<p>Recommendation 11 That in line with the findings of Reception Project report, it is recommended that firstly the need for security staff at all Customer Service Centres be investigated. Secondly if there is a need, that they be employed permanently by the Council with a varied role to include some of the following:</p> <ul style="list-style-type: none"> • Welcoming customers; • Direct customers to appropriate officers; • Provide answers to basic queries; • Be responsible for the maintenance and updating of displays containing application forms, posters and leaflets etc. 	<p>Partially accepted The main recommendation to review the use of security staff is accepted.</p> <p>It is appropriate that their role should include meeting and greeting customers, directing them to reception and staff within the centre and assisting with maintenance and updating of leaflets.</p> <p>However, it is not considered appropriate for them to provide answers to basic queries, other than hours of opening, how the centre's queuing is arranged, where other offices are. Definition of what is acceptable will be required and clear guidance given.</p>	Advice from the Head of Property Services is that a varied meet and greet role for 'non institutional' security staff who are trained to deal with difficult situations and to handle aggression is a preferred option.	Further investigations are to be undertaken.	Lead Customer Services Centre Manager
<p>Recommendation 12 That the Call Centre be renamed 'Contact Centre' as it now deals with e-mails.</p>	<p>Partially accepted It is not yet a 'full' contact centre and may be misleading to call it so. It is proposed that the name be reviewed once the service has</p>	-	-	-

Recommendation	Response	Commentary	Progress so far	Ownership
<p>Recommendation 13 It is the opinion of the Scrutiny Panel that the ability is there to 'win' a national award for the excellent service provided by the department. The Panel encourages Customer Services to apply for a Charter Mark award or other national awards for Customer Services.</p>	<p>developed further</p> <p>Accepted The Charter Mark is currently being revised and the resource requirement to achieve it is not yet known.</p> <p>There is a balance to be struck between the benefit of the recognition and the cost of resourcing the preparation of a submission.</p> <p>There may be opportunities for other forms of recognition which can be pursued more cost effectively.</p>	<p>Consideration will be given to the new Charter Mark.</p> <p>Other opportunities for recognition will be evaluated as they arise.</p>		Head of Customer Services
<p>Recommendation 14 That as part of the review of the phone system, Customer Services look at purchasing a phone system that indicates to the customers their position in the queue and the estimated time of wait for an answer.</p>	<p>Not accepted The current system does give callers an indication of how long they may have to wait and this was considered more meaningful/useful for callers than a queue position.</p> <p>Within the next 18 months a planned upgrade to the telephone system will provide access to more sophisticated call management and may enable better and more frequent in queue communication.</p>	<p>Replacement of the Council's telephone system is currently included in the CIT Business Plan for 2007.</p>		Head of IT
<p>Recommendation 15</p>	<p>Accepted</p>	<p>Credit and debit card payments</p>	<p>.</p>	<p>Service</p>

Recommendation	Response	Commentary	Progress so far	Ownership
That all Customer Service Centres introduce the facility to take credit/debit card payments immediately.	The timescale for implementation is dependent on IT investment and implementation programmes.	<p>are accepted for parking fines in CSCs and will be extended to parking permit issue over the next two months, starting with Hornsey.</p> <p>Wider use of debit and credit cards for payment in CSCs is dependent on the resolution of issues on “Customer present” transactions in the epayment system.</p>		Development Manager
Recommendation 16 That the roll out of parking permits to all centres be completed immediately.	Accepted The timescale for implementation is dependent on IT investment and implementation programmes.		Hornsey CSC parking permit issue has gone live, the remaining CSCs will go live over the next two months.	Service Development Manager
Recommendation 17 That it be investigated whether the demand and usage of the Customer Service Centre in Hornsey justifies the need for a centre in the area. In addition that in future the Accommodation Strategy considers, there is a need to move the Hornsey Customer Service Centre, that it be relocated to Hornsey Library.	Partially accepted At the time of the Scrutiny Review Hornsey was underutilised. However, initiatives have been implemented which are increasing its use.	<p>Service demand at the Hornsey Centre is increasing following the introduction of new services, the latest being parking permits and co-location.</p> <p>Consequently, there is a need to keep a Customer Service Centre in Hornsey.</p> <p>The future of its present location, Broadway Annex, is subject to proposals for the Hornsey Town Hall complex.</p>	The co-location, in the Customer Service Centre of Homes for Haringey is introducing new client groups to the centre.	Head of Property Services
Recommendation 18 That Customer Services provide a ‘Sign Video’ system	Accepted	<ul style="list-style-type: none"> • SignVideo – work on this is in hand and the system is expected to be installed in 	<ul style="list-style-type: none"> • The SignVideo service is now operation in both centres. Promotion of the service will be 	Lead Customer Service

Recommendation	Response	Commentary	Progress so far	Ownership
for deaf service users at the Customer Service Centres and a 'Type Talk' system at the Call Centre. These should replace the Minicom facility and deaf sign language interpreters.		<p>the Wood Green and the South Tottenham Customer Services Centres in March</p> <ul style="list-style-type: none"> • Type Talk – the service is investigating this as a replacement for the Minicom system in the Call Centre 	<p>taking place in July.</p> <ul style="list-style-type: none"> • The Type Talk service is scheduled to be introduced to replace the existing Minicom service in late summer, subject to resolution of residual telephony issues 	<p>Centre Manager</p> <p>Call Centre Manager</p>
<p>Recommendation 19 That Customer Services in consultation with Property Services/ Highways Department provide parking facilities for customers with disability as near as possible to the Customer Service Centres, which should be clearly marked for the use of disabled customers only and clamping be enforced for unauthorised parking.</p>	Accepted	<p>Disabled parking/parking bays are available as follows:</p> <ul style="list-style-type: none"> • Hornsey CSC – disabled bays are marked out in Hatherley Gardens • North Tottenham CSC – disabled bays in the centre car park • South Tottenham CSC – Consultation required with residents of the Stonebridge Road estate (behind the centre) to explore whether two parking bays can be assigned to Blue Badge holders only. At present Blue Badge holders can park on the red route in Seven Sisters road for 3 hours. • Wood Green CSC – 3 disabled bays are available close by in River Park Road 	<p>A review of disabled bay positioning and enforcement is being undertaken with Facilities Management.</p>	<p>Head of Property Services</p>
<p>Recommendation 20 That the single queue at Apex House Customer Service</p>	Accepted	<p>It is accepted that, at the time of the Review, there were unacceptable bottlenecks at the</p>	<p>This has been addressed by improvements to the Customer Relationship Management</p>	<p>Lead Customer Services</p>

Recommendation	Response	Commentary	Progress so far	Ownership
Centre be reconfigured as a matter of urgency.		reception.	System which has reduced the interaction and time spent at reception and eliminated the bottlenecks.	Manager
CLIENT SERVICES				
Recommendation 21 That Team Managers and staff members be trained as service champions in particular service areas to reduce calling Client Services and improve service time.	Accepted	All Team Managers have now been trained in all processes delivered through Customer Services. The introduction of controlled escalation of problems/difficult issues via Team Managers will make Team Managers more aware of their champion roll across the range of services delivered by Customer Services.	Complete	Service Development Manager
Recommendation 22 That Customer Services be responsible for the development and update of a forward plan in conjunction with Client Services which has details of all major letters, information, bills, reminders etc being sent to residents throughout the year to enable Customer Services to prepare resources adequately.	Accepted	A Calendar of Events is maintained in which future events (CT letters runs, freedom pass issue periods etc) that are likely to lead to increases in demand are recorded. This is available to managers as an aid to service planning.		Service Development Manager
Recommendation 23 That regular service liaison	Accepted	The agenda is now being used at all service Liaison meetings –	Complete	Service Development

Recommendation	Response	Commentary	Progress so far	Ownership
<p>meetings between management and staff from Customer Services and Client Services be held as required. At each meeting at least one member of staff from Customer Services should participate. The meetings should cover some of the following issues:</p> <ol style="list-style-type: none"> 1. Forward plan requirements; 2. To check/monitor how service level agreements are being applied; 3. Consider reports from Team Managers from Customer Services for reasons for calls to Client Services; 4. To confirm that cut of points are still correct; 5. To compare data on number of issues which require Client Service actions and what proportion of those have been completed; 6. Repeat calls statistics to be discussed including reasons; 7. Information on key issues affecting the borough to be better communicated to Customer Services Officers. i.e. Parking enforcement during 		<p>monthly meetings with operational staff, quarterly with senior management representatives.</p>		<p>Manager</p>

Recommendation	Response	Commentary	Progress so far	Ownership
<p>Christmas period; 8. Customer Services and Client Services performance targets;</p> <p>In addition, all staff and Team Managers in Customer Services and Client Services should be advised of key outcomes arising out of service liaison meetings.</p>				
<p>Recommendation 24 That as part of the Corporate Induction, organised by Organisational Development & Learning, all new employees visit the Call Centre and a Customer Service Centre.</p>	Accepted	Organisational Development and Learning are currently considering the inclusion of visits to the Call Centre and/or a Customer Services Centre in future corporate induction tours of the Borough.		Head of OD & L
<p>Recommendation 25 That Customer Services investigate additional funding streams to further assist in the recruitment and training of new recruits.</p>	Accepted	<p>Discussions are in hand with Regeneration to look at further funding opportunities.</p> <p>A group of workless people will commence a work placement in Customer Services from September, and on completion will be interviewed for permanent positions. This experience will inform our development of our recruitment processes.</p>		Head of Customer Services
<p>Recommendation 26 That the recharging</p>	Accepted	Full data is provided to Client Services to support the annual	The analysis has been provided to the Client Services and has	Head of Customer

Recommendation	Response	Commentary	Progress so far	Ownership
<p>arrangements to all client services be clarified. Client services need to be made aware of the number of calls / visits handled on their behalf along with the average time of their transaction, repeat visit / calls information to be included. Provision of this information will encourage client services to ensure a reduction in repeat visits / calls and to streamline their transactions to achieve reduced transaction times.</p>		<p>recharge. The data supplied includes numbers of calls/visits (including repeat calls) and transaction times.</p> <p>The increase in the number of contacts over the past year (28%) has seriously affected service levels to customers and has led to a review of the reasons for the increasing contact levels.</p>	<p>been used to explore the reasons for the increase in contacts.</p> <p>The next steps are to develop strategies to reduce the need for customers to contact the Council, by improving the end to end process and the customer experience of it.</p>	<p>Services and Heads of Service in client services</p>

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Agenda item:

THE EXECUTIVE**On****25 July 2006**Report Title: **BROADWATER FARM COMMUNITY CENTRE - FEES AND CHARGES**

Forward Plan reference number

Report of: **ASSISTANT CHIEF EXECUTIVE (Access)**Wards(s) affected: **All**Report for: **Key Decision****1. Purpose**

1.1 Broadwater Farm Community Centre is now managed directly by the Council. This report proposes increases in fees and hire charges for the main hall and Jazz Café, and discusses related issues in order to agree a way forward.

2. Introduction by Executive Member

2.1 Broadwater Farm Community Centre had been run by an independent Trust but was declared insolvent in December 2004 and taken back into Council management. Since then the Council has worked to improve conditions, ensure the centre complies with health, safety and licensing regulations and establish proper systems for collecting fees and charges, while maintaining and expanding activities for local residents. A centre manager has recently been appointed.

2.2 The Community Centre is an extremely large building for an estate based facility and is consequently difficult and expensive to manage. During 2005/6, while its position was being stabilised, the Council provided a subsidy of £336K. A similar level of subsidy would be needed for this year. This level of subsidy is clearly not sustainable in the long term.

2.3 Our aim now is to find a way of increasing income which allows the Centre to fulfil its primary function of meeting the needs of local residents. This report sets out proposed increases in hire charges for the large hall and the Jazz Café. In keeping with the focus on local residents' needs charges for other rooms will remain as before and there will be a concessionary rate for the Jazz Café for residents and local voluntary groups on Broadwater Farm.

3. Recommendations

3.1 Members are asked to agree the proposals for increased hire charges for the main hall and Jazz Café as set out in paragraph 13.1 of this report and that these should take effect from September 1, 2006.

3.2 Members are asked to agree a community concessionary rate as set out in paragraph 13.1, and that this should be reviewed in six months, with a further report to Members

Report Authorised by: **Justin Holliday**
Assistant Chief Executive (Access)

Contact Officer: **Zena Brabazon**
Head of Neighbourhood Management

Telephone: **0208 489 4534**

4. Executive Summary

4.1 This paper sets out the position regarding hire charges for the main hall and Jazz Café in Broadwater Farm Community Centre. It gives some background and context to the current situation and consequent issues facing the Council. The implications of the centre's size and role as a hall for hire are explored, and a proposal to increase the hire charges is set out.

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

5.1

6. Local Government (Access to Information) Act 1985

6.1 Report to Executive Advisory Board 11 July 2006
6.2 Report to Executive Advisory Board 15 November, 2005

7. BACKGROUND

- 7.1 In November 2005 Executive Advisory Board considered a report on the Broadwater Farm Community Centre, and options for the immediate and longer term. Members agreed a budget for 2005/6, that a budget be set for 2006/7 and that officers bring a further report on options for reducing levels of subsidy to the Centre. This report discusses these further options and asks Members to agree an increase in hire charges to attempt to reduce the current substantial subsidy.

8. INTRODUCTION

- 8.1 About 3000 people live on the Broadwater Farm Estate. Following the 1985 riot the recommendations of the Gifford Inquiry (1986) included a Community Centre. Broadwater Farm Community Centre (BWFCC) was completed in 1992, at a cost of some £5m. Initially, the Council ran this directly. Subsequently, Management was transferred to the Broadwater Community Centre Trust - incorporated December 1999, a charity in June 2000 - which was granted a lease by the Council. Of a core grant-aid of £107k p.a, £52k was "circular-funded" rent. However, the goal was for the Centre to run without subsidy. Trustees and management were confident it would secure external and charitable funds as well as income from lets.
- 8.2 By 2004 BWFCC Trust had a deficit of some £300k. Creditors included: the Council, building contractors and Utilities companies. There was no realistic possibility of the Trust trading-out of difficulties. In October 2004 the Council's Corporate Voluntary Sector Team (CVST) recommended the Council take back the lease and manage the Centre. In December 2004 the Centre was declared insolvent and it transferred back to the Council.

9. AFTER TRANSFER TO THE COUNCIL

- 9.1 CVST managed the Centre with a temporary manager. It was transferred to Neighbourhood Management in April 2005. A paper was brought to EAB in November 2005 when a budget for the centre was agreed.
- 9.2 BWFCC was poorly run and maintained when the Council took control. Significant progress has since been made, including: redecorating the hall; refurbishing the Senior Citizens' lounge; a Service Level Agreement with CONEL for the Learning Centre; improved systems for collecting fees and charges; connecting to the Council's IT; and applying licensing rules. Ongoing maintenance improvements. A permanent Manager is now in post.
- 9.3 The programme of community events and activities has expanded. Extensive holiday sports programmes are run throughout the year organised by the Centre and the Safer Neighbourhoods Policing Team, when reported crime falls markedly. Broadwater Farm United is a highly successful football team, Haringey's Learning Disability Service is a regular user, with the Centre recently hosting Learning Disability Awareness Week recently. CONEL's classes in IT, Basic Skills, ESOL are increasingly well attended. The Centre hosts the annual Gospel Festival, Summer Festival and Black History Month activities.

10. KEY ISSUES

- 10.1 The November 2005 report set out in some detail the issues facing the centre.
- The dominance and size of the hall
 - The need to generate income from lets to offset the huge cost of maintaining and staffing a Centre of 3000 square metres
 - The impact this has on the wider community and on community activities - with staff shifts and rotas determined primarily around the lettings
 - Lettings are often for pan-London and regional functions
 - The local expectation that the hall should be hired at relatively low rates – whether for local community use, churches, or pan-London events, increasing the pressure on the budget and the subsidy
 - The Centre's relationship to wider developments on Lordship Recreation Ground, including potential opportunities such as providing a park café

The report discussed the current situation where the centre is not charging a price for lets commensurate with the size and costs of the building and suggested that at present it could be argued that the Council is simply providing heavily subsidised halls for hire for London and region-wide events.

- 10.2 Members agreed to set a budget, and gave a clear steer to officers to work up proposals to reduce the Council's subsidy through options of increasing fees and charges generated through lettings. The actual spend recorded in 2005/6 for BWF Community Centre was £456k, with a recorded income of £120k of which £20k was rent from CONEL for the Learning Centre. The net Council subsidy was £336k. The Council budget for 2006/7 is £337k, and subsequent to the outcome of this report officers will action a virement to establish the 2006/7 income target.

11. CURRENT POSITION

- 11.1 With a new manager in post the key tasks now are to consolidate the ongoing improvements, build a stable team, prepare business and marketing plans for the centre, bid for funds, develop activities, and work with the community. The proposals below to increase hire fees and charges are a first step in preparing a business plan which recognises that the lettings and hall hire are a *means* to securing the income to deliver community activities, and not the prime function of the centre. Current hire charges as set in the table below (paragraph 12.2) are not sufficient to generate the income needed for the Centre to run at a low, or no subsidy. Income derives from hall hire for private functions at weekends – during the week this is minimal and the hall is used for community activities such as football training, youth club and sport for people with disabilities.

12. BENCHMARKING

- 12.1 In developing options to increase fees and charges it is important to reiterate that the size and dominance of the hall is the fundamental issue. With a hall which can accommodate up to 1000 people the facility is larger than many grand civic halls for hire across London. These facilities, such as Hammersmith Town Hall, Fulham Town Hall, Wandsworth Civic Suite, the Paul Daisley suite in Brent

are more centrally located, are of a much higher standard and are fully resourced to support and manage large events. Freedom Hall, at Tottenham Green Leisure Centre is also equipped to do this. In contrast, Broadwater Farm Community Centre is located on a residential estate with poor access to public transport. However, the expense, staffing and arrangements required for running such large events are comparable, including security, preparation time, hire of equipment, additional waste facilities, staff overtime, cleaning and safe staff travel at unsocial hours etc.

- 12.2 The table below sets out both the original survey included in the November report and additional venues to illustrate the current costs of hiring venues.

VENUE	PRICE/RATES	POLICIES	CAPACITY	COMMENT
BWF Comm. Centre	Large hall £600 resident rate – £900 non-resident Café area £250 resident rate, £300 non-resident	£200 deposit Alcohol licence needed. No corkage charged	1000 standing or 500 seated 250 standing or 100 seated	Flat rates apply Fri, Sat, 7pm-2am. Sunday 7pm-midnight No clarity on rates for weekend hall hire before 7pm Cleaning after 2am so extra cost
Haringey Irish Centre	£1000 per event		250 seated or 300 buffet style	Has a cash bar, so generates income
Freedom Hall, Tottenham Green Leisure Centre	£2600 per event		800 seated	Saturday and Sunday only
New River Sports Centre	£525 per event	£250 deposit	200 seated	
Selby Centre	Rates between £75-£95 per hour	£200 deposit £260 Alcohol corkage	300 seated or 350 standing	
Bridge Park Community Leisure Centre, Brent	Sports Hall - £160 - £200 p/h Main function hall - £115 – £155 per hour		700 theatre style 450 restaurant Kitchen hire - £400, servery £250 400 seated on stage, 300 theatre style, 150 restaurant	

Paul Daisley Hall, Brent	Weekdays till 12am - £2,240 Weekends from 2pm –m/night £2350	Alcohol corkage £270-£470 plus £1.50 for every bottle brought in	Max 1000 people , 600 if seated	Last hour is for cleaning – so included in hire rate
Fulham Town Hall	Weekend price - £240 per hour £300 per hour after midnight			Security for big events charged to hirer separately
Hammersmith Town Hall	Weekend price - £240 per hour £300 per hour after midnight		Max 950 but 350 for dinner dance	Security for big events charged to hirer separately
Wandsworth Civic Suite	Saturday price – £206 per hour £260 after midnight	£220 compulsory kitchen cost 25% of total hire fee catering surcharge if food consumed on premises	Max 800 500 seated	£10 per hour Council duty steward

12.3.1 From this benchmarking exercise it is apparent that not only has Broadwater Farm been charging significantly below other facilities of similar size, but that these comparators have been very strict in charging hirers for additional overheads. Colleagues from other authorities have commented that taking a firm commercial approach has made more explicit the expectations of hirers in managing their event, and this has clarified roles and responsibilities. One example is security – a significant issue when hosting events of several hundred people. For example, Hammersmith and Fulham make it a contractual condition that hirers must pay for security and that security personnel must be totally separate from the function, hired from registered company meeting all industry criteria.

13. PROPOSALS

13.1 It is proposed that hire charges for both the main hall and small hall (The Jazz Café) are restructured and charged at an hourly rate. This gives the community centre maximum flexibility in letting arrangements, and also enables the centre to charge variable rates – with premium rates for very late at night when staff overtime costs increase. At this point there is no proposal to increase the rates for the classrooms or for the halls during the week. In tandem with the introduction of these increases Officers will also be reviewing the contracts and documentation to make further improvements.

MAIN HALL - 1000 standing, 500 seated – for private functions	JAZZ CAFÉ – 250 standing, 100 seated
<p>Friday and Saturday</p> <p>Until 10pm - £225 per hour</p> <p>10pm -12 midnight - £250 per hour</p> <p>12midnight – 2am - £300 per hour</p> <p>Sunday</p> <p>Until 10pm - £225 per hour</p> <p>10pm-12 midnight - £250 per hour</p> <p>NO COMMUNITY CONCESSIONS</p>	<p>Friday and Saturday</p> <p>Until 10pm - £50 per hour</p> <p>10pm – midnight - £ 70 per hour</p> <p>12midnight -2am - £ £80 per hour</p> <p>Sunday</p> <p>Until 10pm - £50 per hour</p> <p>10pm – midnight - £ 70 per hour</p> <p>COMMUNITY CONCESSION 25% DISCOUNT – ONE EVENT PER HOUSEHOLD PER ANNUM 25% DISCOUNT FOR LOCAL VOLUNTARY GROUPS ON BWF</p>

- 13.2 The proposed hourly rates incorporate costs for staff overtime, cleaning, staff travel home etc, and are comparable to other facilities of this size. They are also intended to cover the costs of maintenance and additional wear and tear, which at current rates is not taken into account. There have been no increases since the Council assumed control in December 2004. It is suggested that additional items such as use of the stage and a pa system are charged for separately as now, and that should additional security be required that cost is passed to the hirer. It is also proposed that the current returnable deposit of £200 is increased to £400, which reflects the scale of deposits charged by other authorities. Hirers are currently required to pay the full cost of the event in advance of the function, and this stipulation will remain.
- 13.3 Currently community concessions are also available for hire of the main hall. It is proposed that a community concession of 25% discount is now made available to local estate residents, for hire only of the Jazz Café which is smaller and more appropriate for more localised events. It is proposed that a similar concession be given to voluntary groups on Broadwater Farm Estate, and that these concessionary arrangements are reviewed in six months.

14. RISKS

- 14.1 The proposals here will bring in the additional income needed to maintain the centre and – if successful – will contribute to reducing the very high costs to the Council, improve the facility and increase the resources available for community activities. Below are some illustrations of the levels of income which could be achieved assuming hall hire on a consistent basis as in 2005/6.

Hall hire Sept to March - 29 weeks	At current rates	At proposed rates	Difference
Assuming one evening 6pm – 2am x 24 weeks	£21,600	£48,000	£26,400
Assuming 2 evenings for 20 weeks 6pm – 2am	£36,000	£80,000	£44,000
Assuming the hall one evening 6pm-2am, and Jazz Café one evening for 20 weeks total	£24,000	£50,000	£26,000

- 14.2 The risk of course, is that hirers will not pay this real economic rate for the centre, although events are routinely held at the centre attracting hundreds of people. However, this risk needs to be set against the fact that the current level of costs for the Council to maintain and run Broadwater Farm Community Centre is very significant and may be unsustainable in the longer term. Essentially the centre is an anomaly – located in a residential area but with a hall the size of a commercial facility which needs investment, maintenance and running. There is no other source of income to do this.

15. MARKETING

- 15.1 In order to convey information to local residents about these charges it is suggested that considerable effort is invested in communicating the changes. This could include distributing a local newsletter to all residents, meeting with the Broadwater Farm Community Centre Consultative Committee and the Broadwater Farm Residents' Association.
- 15.2 A marketing and promotion campaign is also proposed to promote hire of the centre more widely than at present. This could include using the Council's website, targeted advertising and generally promoting the hall for large private functions. A budget of up to £10,000 would be considered reasonable to make an impact and will be contained within the Neighbourhood's budget. We would then be using the hall as an asset, rather than seeing it as a liability. Additionally, the Council itself could consider using the hall for very large gatherings such as the managers' events rather than booking external venues retaining funding within the Council.

16. RECOMMENDATION

- 16.1 Members are asked to agree the proposals for increased hire charges for the main hall and Jazz Café, and that these should take effect from September 1, 2006. However, in light of the wider developments at Broadwater Farm and Lordship Recreation Ground there may still be a need to clarify the longer term future of the centre.

17. FINANCIAL IMPLICATIONS

- 17.1 The financial information set out in this report suggests that the cost to the Council of running this centre is significant, and that this will continue to be the case if the current hire fees are retained. In this situation remains the only means of reducing the deficit is to increase hall hire fees to reflect market cost. This will also enable the centre to be maintained and improved to a higher standard, and would prevent additional capital pressure on the Council. The question then arises whether the real cost would price Broadwater Farm out of the market place altogether exacerbating the problem. Should this be the case then officers will bring a further and early report to Members on the financial position.

18. COMMENTS OF THE DIRECTOR OF FINANCE

- 18.1 As outlined above, there is a risk that adopting the proposed fee structure may not increase the overall income achieved from lettings as higher fees may reduce previous demand. However, benchmarking undertaken suggests that customers are willing to pay higher rates. Obviously the impact will be monitored but if demand is maintained or even increases, the lettings will provide a greater contribution to the running costs and maintenance of the centre which is in the best interests of the authority.
- 18.2 It is important that consideration is given to the longer term use and vision for the centre as this may impact on future budgetary decisions.

19. COMMENTS OF THE HEAD OF LEGAL SERVICES

- 19.1 Members must take into account the risk of the rates rise having an adverse effect on residents use of the BFCC against the long term future of the BFCC and the purpose for which the BFCC was set up and the Council's obligation to obtain "best value". Members must also have regards to the objectives of the Asset Management Plan and the Community Strategy Priorities currently under review.

20. EQUALITIES IMPLICATIONS

- 20.1 Broadwater Farm Community Centre was part of a positive Council response which aimed to provide resources for local people after the 1985 riot. As this report tries to illustrate, the size, complexity and huge running costs of the Community Centre has meant that most of the focus has been on the hall and the effort to raise income sometimes to the detriment of local community activities and events.
- 20.2 This proposal to charge the economic rate for the hall could assist in enabling the centre to respond more effectively to local needs of the wider community with resources available for more diverse activities and community events which reflect Tottenham's diversity.

21. CONCLUSION

- 21.1 The Executive Advisory Board is asked to support the recommendations set out in paragraph 16 of this report.

Agenda item:

The Executive**On****25 July 2006**Report Title: **Bruce Castle Museum Accreditation Programme**Report of: **Assistant Chief Executive (Access)**

Wards(s) affected: White Hart Lane

Report for: Decision

1. Purpose

1.1 To seek members approval of the revised Acquisitions and Disposal Policy, for Bruce Castle Museum incorporating a mission and aims statement. This is in line with the Museums, Libraries and Archives Council's (MLA) new Accreditation standards.

2. Introduction by Executive Member

2.1 Ensuring we meet the new Accreditation standards is important for the future development of the Museum and will greatly improve our chances of accessing external funding.

3. Recommendations

3.1 To adopt the revised Acquisitions and Disposal Policy, which incorporates a mission and aims statement for Bruce Castle Museum.

3.2 To seek accreditation for the Museum by November 2006.

Report Authorised by: **Justin Holliday Assistant
Chief Executive (Access)**

Contact Officer: **Diana Edmonds
Head of Libraries, Archives and Museum Service**

Telephone: **020 8489 2759**

4. Executive Summary

The Museums Registration Scheme was revised and 're-launched' by the Museums, Libraries and Archives Council (successor to the Museums and Galleries Commission) in November 2004 under a new name -The Accreditation Scheme for Museums in the United Kingdom.

It is a requirement of the new Accreditation Scheme that the Museum's Mission and Aims Statement and its Acquisitions and Disposal Policy should be ratified by the Museum's governing body (i.e. the Executive) . Accreditation will contribute to the Council's grading for its Comprehensive Performance Assessment 2006.

The Accreditation scheme sets nationally agreed standards, widely endorsed by a range of organisations, including the Department of Culture, Media and Sport (DCMS); the local government associations; the Museums Association (the professional body representing museums); and the Heritage Lottery Fund.

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

5.1 The Museums, Libraries and Archives Councils (MLA) new accreditation standards scheme.

6. Local Government (Access to Information) Act 1985

- Bruce Castle Museum: Acquisitions and Disposal Policy 2001 – 2006.
- Museums Libraries and Archives Council: Accreditation Scheme for Museums in the United Kingdom, 2004: The Accreditation Standard.

7. Background

Bruce Castle Museum opened in 1906 under Tottenham Urban District Council, and was the local museum for Tottenham. In 1965, the Museum became the local history museum for the London Borough of Haringey, following the merger of its predecessor authorities of Tottenham, Wood Green and Hornsey.

Bruce Castle Museum became a Museums & Galleries Commission fully registered Museum on 18th May 1994. This nationally recognised scheme implies compliance with accepted minimum standards and gives the Museum access to various benefits including grant-aid.

In 1992, a mission and aims statement for Bruce Castle Museum was first developed, this was reviewed and amended inline with earlier submissions to the Registration Scheme. In 2001 the Council formally approved Bruce Castle Museums last Acquisitions and Disposals policy. The Museum successfully re-registered under Phase 2 of the Scheme in 2001.

The new scheme incorporates a missions and aims statement requirement which needs to be adopted by the governing bodies.

8. Description

The overall aim of the Museum Accreditation Scheme is to identify minimum standards to inform museum best practice and service delivery. Also to encourage continued improvement through informed planning. Bruce Castle Museum has been invited to re-register under a rolling programme of five years, in years 2005 - 2006.

The new scheme has three aims:

- To encourage all museums and galleries to achieve agreed minimum standards in museum management, user services, visitor facilities and collections management
- To foster confidence in museums as bodies which (a) hold collections in trust for society and (b) manage public resources appropriately
- To reinforce a shared ethical basis for all bodies which meet the definition of a 'museum'.

Bruce Castle Museum has made an application for Museum Accreditation, incorporating its Mission and Aims Statement in the Acquisitions and Disposal Policy. This continues to affirm the commitment of Bruce Castle Museum to developing its audiences and working with its communities. In addition, this facilitates the development of its collecting policies and learning facilities, in line with the Council's Strategic Aims to promote access for all.

Recognition under the scheme will indicate that a museum meets approved standards in the key areas of museum management, collections care and visitor services. Achieving this accreditation status will greatly improve Haringey's chances, and foster a spirit of confidence to potential donors. Eligibility for grant aid and awards will increase as accreditation status is taken into account by bodies, such as the National Heritage Memorial Fund, which administers the Heritage Lottery Fund.

It is a requirement under the Accreditation Scheme that the Acquisition and Disposal policy should be regularly reviewed and published within a five year period. The date of the next review for Bruce Castle Museum would be no later than 2011.

9. Comments of the Head of Legal Services

The Head of Legal Services has been consulted on this report. The legislative framework is contained in the body of the report and there are no further legal comments to make.

10. Comments of the Director of Finance

There are no additional financial burdens as a result of adopting this revised policy, however if it isn't adopted it could limit future access to funding and donations.

Report title: **Executive Response to the report of the Scrutiny Review of Repairs to Highways & Footpaths**

Report of: Andrew Interim Director of Environmental Services

Ward(s) affected: All

1.0 Purpose

- 1.1 To set out the Executive's response to the report of the Scrutiny Review of Repairs to Highways & Footpaths.

2.0 Introduction by Executive Member

- 2.1 This report summarises the Scrutiny Panel's Review report and recommendations on the Council's Highways Service, Highways Maintenance Group. One of the key findings of the review highlights the low level of investment on our road and pavement network in comparison with other neighbouring authorities. However, the Council in recognition of this finding, is developing an Asset Management Plan. This plan has already identified the need to find £35m over ten years to ensure that the Council will meet its CPA requirements, thereby bringing the Borough's highways network to the upper threshold levels.
- 2.2 Given this level of investment requirement, the council will explore alternative ways of funding the 10 year programme and this may include the potential of prudential borrowing.

3.0 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 at regular intervals to the Environment Scrutiny Panel.

Report Authorised by : Andrew Travers, Interim Director of Environmental Services

4.0 Executive Summary

- 4.1 The Executive welcomes the report of the Scrutiny Review of Repairs to Highways.
- 4.2 The Scrutiny Review Panel concentrated on the following issues: -
- Asset Management & Long Term Funding.
 - Maintenance & Repairs to Highways.
 - Role of Utilities and other Statutory Undertakers.
 - Improving communications both internal and external.

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

N/A

6.0 Local Government Access to Information Act 2003
Scrutiny Review of repairs to Highways**7 Background**

- 7.1 The Council has a statutory obligation under The Highways Act 1980 to maintain the public highway in a safe condition. This does not mean that it is required to repair every defect of which it is aware, but that it must carry out regular inspections and have in place a clear maintenance policy. The policy used by the council is based on the Local Authorities Association publication 'Highways Maintenance – A code of good practice'.
- 7.2 The Council operates two maintenance activities namely Planned and Re-Active. Planned Maintenance activities involve resurfacing and/or reconstruction of roads using capital allocations, in the instance of Principal Roads funding is made available via Borough Spending Plan (TfL) . Reactive Maintenance is revenue funded and entails day to day repairs resulting from routine safety inspections.
- 7.3 Planned Maintenance – Capital Budget Allocation £1,375,000 (2006/07)
- 7.3.1 In order to develop planned maintenance programmes external consultants conduct annual surveys of the public highway to derive condition indices that are utilised to determine the rate of deterioration of the highway network. Roads and footpaths with condition indices above thresholds stipulated in the UKPMS are then recommended and prioritised for planned highway resurfacing.
- 7.4 Reactive Maintenance – Revenue Budget Allocation £600,000 (2006/07)
- 7.4.1 When considering repairs to the Highway an Inspector will objectively assess the severity, nature and location of the defect to determine the urgency of the repair. Currently the priorities awarded for repairs of defects are as follows:

- Emergency works for hazardous defects – within 24 hours
- Small works orders for serious defects – within 7 days
- Defects identified to be within intervention levels for repairs – within 28

7.5 Contractor/Performance

7.5.1 The contractor for both planned and reactive works is John Crowley (Maidstone) Limited. The current contract is due to end in March 2008.

7.5.2 The contractor's and council's performance on highway repairs are monitored both locally and corporately. Local indicators monitor quality and time taken to complete reactive repairs. Corporate best value performance indicators measure the percentage length of highways that have exceeded the point where the surface or structure of the highway is in need of repair.

8 Description

8.1 Between September and November 2005 and the Scrutiny Review Panel met with Council Officers and external organisations to review the repairs and maintenance of highways in the borough.

8.2 Upon conclusion of the various interviews and reviews, the panel produced a report on its findings and recommendations for improvements. The report was completed in March 2006 (Appendix 2). The Panel's salient recommendations represent work already in progress and reinforce the range of service improvements undertaken by Highways.

8.3 A summary of the responses to the Scrutiny Review Report are as follows: -:

- Asset Management and Long Term Funding
2 Responses – All agreed
- Maintenance and Repairs
5 Responses – 3 agreed & 2 agreed in principle
- Utilities and other Statutory Undertakers
4 Responses – 3 agreed & 1 disagreed.
- Communication and Feedback
5 Responses – 4 agreed & 1 disagreed

8.4 Responses to the recommendations are detailed in Appendix 1.

9 Consultation

9.1 The Scrutiny Review sought the views of a range of stakeholders during the review process, this included Transport for London and Thames Water. All consultees are listed in appendix 1 of the Scrutiny report.

9.2 Where the agreed recommendations involve changes to policy or service delivery, consultation will be conducted as appropriate.

10 Summary and conclusions

10.1 One of the key findings of the review highlights the low level of investment for planned and reactive in Haringey when compared to neighbouring boroughs

- Camden's allocation - £5,600,000
- Islington's allocation - £7,800,000
- Haringey's allocation - £1,975,000

- 10.2 The review also notes potential savings on future reactive maintenance, however if these are to be achieved the planned maintenance investment would need to be increased significantly. An increase in planned maintenance is being considered as part of the Asset Management Plan. Part of the plan is implementing a ten year, £35 Million, improvement programme. If the Council was successful in securing this funding (via prudential borrowing) the reactive maintenance budgets will be reduced year -on -year over the ten years. During this period, as the reactive maintenance costs reduced, the Council may be in a position to introduce a 'next day fix' service to the Borough as piloted in 2005/06 and highlighted within the Review. Also, the investment programme should significantly reduce insurance claims and the insurance premiums paid by the Council.
- 10.3 The need to communicate with elected Members cannot be over-emphasised. There are currently a number of activities in place to address this. These include a pilot that is being led with the Northumberland Park Neighbourhood Assembly within Environmental Services to look at joint working and improved communications across directorates and with elected Members. This neighbourhood approach to working will be rolled out across the Borough in 2006/07.

11 Recommendations

- 11.1 That the Executive agree the response.
- 11.2 That the Executive agrees that the agreed recommendations are incorporated within the Streetscene Business Plan for 2007/08 and that progress is reported at regular intervals to the Environment Scrutiny Panel.

12. Comments of the Head of Legal Services

- 12.1 The legal issues are adequately summarised in the Scrutiny Review Report. Agreeing the 12 recommendations would assist the Council in complying with its duties as Highway Authority.

13. Comments of the Director of Finance

- 13.1 Council has agreed an ongoing capital investment programme for borough roads and footways for 2006/07 and in principle for 2007/08 and 2008/09 of £1.575m made up as follows:

	£m
Borough roads	1.000
Footways	0.375
Street furniture	0.200
Total	<u>1.575</u>

- 13.2 The above investment is being supplemented from various other sources such as Section 106 and Section 278 planning obligations and agreements,

- 13.3 This has enabled the Council to make some improvements to our performance against CPA performance indicators on road condition and to improve residents' perception of roads in the annual survey.
- 13.4 However, the Highways Asset Management Plan currently being finalised indicates that substantial additional investment is required in order to significantly improve CPA performance indicators and raise performance ratings on roads and footways to upper quartile. The possibility of using alternative sources of funding, particularly prudential borrowing, to plug the shortfall is currently being explored. The latter is essentially dependent on being able to afford the annual repayments in respect of the borrowing. The highways revenue budgets, including provisions for insurance premiums, are being reviewed with a view to identifying savings that could be used to underpin the borrowing. This issue will need to be kept under review as part of the Council's budget setting process for 2007/08 to 2009/10.

14. Equalities Implications

- 14.1 In particular, the Disability Discrimination Act requires highway authorities to ensure that safe access is provided disabled users of the public highway. It is therefore imperative that highway locations are adequately maintained to avoid contraventions of the provisions of this Act.
- 14.2 In general the Council's Equal Opportunities Policy further dictates that services should be provided to all users of the highway. It is also imperative that highway locations are adequately maintained to ensure safe use by elderly residents and parents with young children.

Appendix 1

RECOMMENDATION	RESPONSE	COMMENTARY
<p>1. That the Highways Department should ensure that an Asset Management Plan is a maintainable document and used to secure appropriate investment in the highway infrastructure.</p>	<p>Agreed</p>	<p>A highway infrastructure asset valuation document has been produced. Proposals to commission consultants to prepare & produce a draft Asset Management Plan document are in place and document should be ready by Jan. 2007. This will be used for future LIP submissions for bids and funding.</p>
<p>2. That 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.</p>	<p>Agreed</p>	<p>The Streetscene section is currently considering alternative funding sources and the subsequent outcome of investigations and proposals will be reported accordingly when completed.</p>
<p>3. That 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 towards a robust system of preventative measures in the repair of the road network.</p>	<p>Agreed</p>	<p>The Streetscene section is currently considering alternative funding sources and the subsequent outcome of investigations and proposals will be reported accordingly when completed.</p>

RECOMMENDATION	RESPONSE	COMMENTARY
<p>4. That the Highways Department should review the practice of continually patching surfaces that might normally be just below the normal criteria for complete resurfacing.</p>	<p>Agreed</p>	<p>The current levels of investment on planned maintenance of all carriageways and footways in the borough only permit a certain number of highway locations to be treated in any one year. This means that even though the worst sections of the highways may have been treated during a year's programme, other sections just below intervention level condition indices may have deteriorated badly enough during the next year to warrant continued treatment. Since available budgets are generally insufficient to permit treatment of all locations recommended in the annual Highways Works Plan, the Highways Department addresses such shortfalls by reverting to the next practical alternative solution- carriageway patching (under reactive maintenance)</p>

RECOMMENDATION	RESPONSE	COMMENTARY
<p>5. That 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.</p>	<p>Agreed</p>	<p>The standard design life for all types of carriageway pavement structures, (<i>with appropriate maintenance</i>) is 40 years. It is assumed that majority of roads in the borough were constructed more than 40 years ago. Since traffic volume and categories of heavy goods vehicles and buses have increased considerably over the years, when required, reconstruction of carriageways will take account of increased traffic growth rates for all categories of vehicles and ensure replacement pavement structures are designed more robustly to withstand the increased traffic loading. This is approximately 5 times the cost of conventional surface course replacement</p>
<p>6. That where housing projects undertaken by developers cause actual damage to pavements and roads the developers should pay for repairs. This should be rigorously enforced.</p>	<p>Agreed</p>	<p>There is a process in place whereby developers can contact the Highways Department to request permission for construction of temporary vehicular footway crossings for duration of projects. Developers forward a deposit of £2000 to cover this. The highways department can deduct costs it incurs in repairing damaged sections of highway resulting from construction activities upon completion of the works</p>

RECOMMENDATION	RESPONSE	COMMENTARY
<p>7. That Recreation Services should ensure it adopts best practice for tree management in Haringey.</p>	<p>Agreed</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Recreation Services has developed a cyclical inspection and maintenance regime (every three years) to include all street trees. <input type="checkbox"/> Pro-active tree maintenance is undertaken within the Winter and Summer pruning programmes to minimise potential nuisance issues and fulfil Insurance obligations. <input type="checkbox"/> All tree works are undertaken with regards to relevant legislation, including: New Road Works and Street Works Act 1991, The Highways Act 1980, Working at Height Regulations 2005, Management of Health and Safety at Works Regulations 1999 and The Wildlife and Countryside Act 1981. <input type="checkbox"/> The Tree section maintains a computerised database for the street tree population and will further utilise CONFIRM Arboriculture for the management and maintenance of street trees. <input type="checkbox"/> All tree works will be to BS3998: Recommendations for tree works. <input type="checkbox"/> A Tree Strategy document is being prepared for the management of the tree population within the Borough. <input type="checkbox"/> All new tree planting will be appropriate by way of location and species chosen to reduce potential future nuisance issues and maintenance costs. <input type="checkbox"/> All tree-related Insurance claims are investigated promptly and any works necessary, undertaken to minimise possible litigation.

RECOMMENDATION	RESPONSE	COMMENTARY
<p>8. That the Council should lobby Transport for London to secure increased funding for Haringey to finance damage caused by buses using minor and residential roads</p>	<p>Agreed</p>	<p>The highways department is constantly and actively pursuing this at periodic Traffic Liaison meetings that are attended by representatives of London Buses and TfL Street Management Officers. The response has mainly been that these should be covered by the highway authority. The representations continue and this recommendation will formally be put to them in future meetings for official comments and action.</p>
<p>9 That 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 disruptions and cost to a minimum.</p>	<p>Disagree</p>	<p>There is already a system in place for the co-ordination of works on the highway. Utility Undertakers do submit their programme of works before the statutory quarterly co-ordination meeting. Current system includes a range of PR's for the dissemination of information to residents, businesses and Ward Councillors.</p>
<p>10. That 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.</p>	<p>Agreed</p>	<p>The council has already commissioned an external consultant to assess the condition of the drainage network at known flooding locations with a view to recommend solutions to alleviate flooding and other drainage related problems.</p>

RECOMMENDATION	RESPONSE	COMMENTARY
<p>11. That 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 number to call if problems arise.</p>	<p>Agreed</p>	<p>This practice is already in place for major works and works that are more likely to cause disruptions.</p>
<p>12. That 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 email, 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.</p>	<p>Agreed</p>	<p>There is currently a Pilot Neighbourhood Assemblies Working Group been led by Environmental Services designed to improve communication links and Joined-Up working. The communications approach is constantly being reviewed and all projects within Highways Services require Project Initiation Documents to be completed that incorporate all stakeholders and the appropriate communications plan.</p>
<p>13. That a review of the channel of communications between council departments should be carried out to improve co-ordination and flow of information.</p>	<p>Agreed</p>	<p>See response in 12 above. As part of the improvement activities within the Business Support Unit Review, we will look for ways to improve inter-departmental communications.</p>
<p>14. That consideration should be given to enhancing the role of Community Volunteer Wardens and giving them adequate training to allow them to report highways defects.</p>	<p>Agreed</p>	<p>The Community Volunteers programme is to be extended this year and the supporting pack and training sessions include how to report highway defects.</p>

RECOMMENDATION	RESPONSE	COMMENTARY
<p>15. That the Council's website should include provision for street defects to be reported interactively.</p>	<p>Agreed</p>	<p>This provision is already in place.</p>
<p>16. That the 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.</p>	<p>Agreed</p>	<p>The BSU is a Streetscene wide resource and there have been a number of improvements identified that take account of this wider remit that have already been implemented within the BSU. We will continue to build on this improvement activity and take particular account of the issues raised.</p>



Scrutiny Services

REPORT OF THE SCRUTINY REVIEW OF REPAIRS TO HIGHWAYS AND FOOTPATHS

March 2006



INVESTOR IN PEOPLE



2005-2006
Getting Closer to Communities

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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.

Recommendations:

- 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.

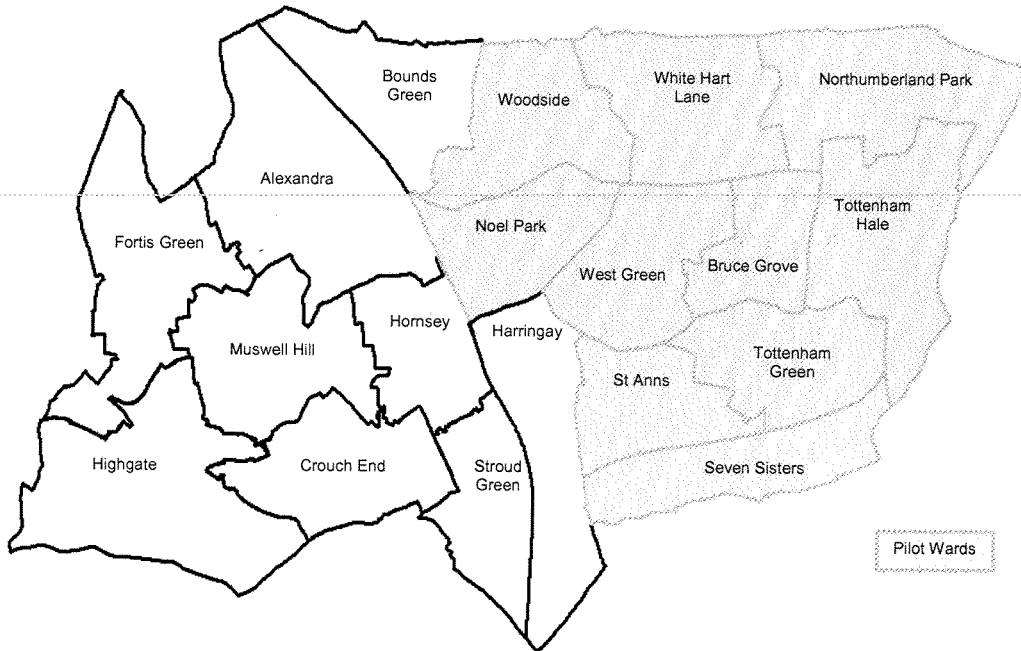
Recommendations:

- 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.

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.

- 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.
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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.

8.6 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 public 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 record 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.² It 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
Scrutiny Review - Repairs to Highways and Footpaths

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

PLANNING,
ENVIRONMENTAL
POLICY &
PERFORMANCE

ASST. DIRECTOR
SHIFA MUSTAFA

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

RECREATION
SERVICES

HEAD OF REC.
SERVICES
JOHN MORRIS

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

ENFORCEMENT

ASST. DIRECTOR
ROBIN PAYNE

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

BUSINESS
IMPROVEMENT

ASST. DIRECTOR
JOANNA DAVID

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

STREET
SCENE

ASST. DIRECTOR
STEPHEN McDONNELL

- 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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Council Executive

 On 25th July 2006

Report title: Executive Response to the Report of the Scrutiny Committee of Mobile Phone Mast Policy

Report of: Director of Environment

Ward(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 Mobile Phone Mast Policy.

2. Introduction by Executive Member:

- 2.1 In the light of continued public concern about the proliferation of Mobile Phone masts, and continued pressure from Mobile Phone Operators for additional installations to meet growing demand, it is very timely that the Scrutiny Committee has looked at the way the Council approaches these issues, primarily via the planning application process.
- 2.2 The Scrutiny Committee has recognised that the Council's ability to oppose all proposals for additional Mobile phone masts is limited, because of Government advice as set out in Planning Guidance Note No. 8, on Telecommunications. This advice supports the growth of the Telecommunications Network in principle, and provides a nationwide framework for a precautionary approach to considering health concerns; it discourages local planning authorities from implementing their own precautionary policies e.g. by way of imposing a ban or moratorium on new equipment or prescribing minimum distances.
- 2.3 Concurrent with the Review, the Planning Service has organised a Mast Register of sites in the Borough, on a ward basis; with this more comprehensive data base, and with greater awareness of the underlying concerns about the number of masts proposed in particular areas, as well as the consultation process, the service feels better able to come to informed decisions on Mast proposals.

3. Recommendations

- 3.1 That the Executive agree the response.
- 3.2 That the individual Recommendations are actioned by the relevant officers in the Environment Directorate, or in two cases, by the Director of Finance or the District Valuer.

Report authorised by: Interim Director of Environment, Andrew Travers

Contact officer: Paul Tomkins
Head of Development Control North; Planning Service

Telephone: 8489 5167

4. Executive summary

4.1 The Executive welcomes the report of the Scrutiny Review on Mobile Phone Policy.

4.2 The Scrutiny Review concentrated on:-
Concerns of residents about the number of Mast proposals coming forward.
The factors, including Government Planning Guidance, which restrict the grounds on which such proposals can be refused.
The processes of consultation by the Planning Service, and by the Mast Operators before they submit applications.
The provision of adequate information about the number and location of Mobile Phone masts.

4.3 15 Recommendations were made and this Report details the Executive response.

5. Reasons for any change in policy or for new policy development

5.1 There are no changes in Policy as such but a number of refinements to procedural or processing matters, to improve Information and consultation.

6. Access to information:

Local Government (Access to Information) Act 1985

6.1 Background documents:

Scrutiny Review – Mobile Phone Mast.
PPG-8 – Telecommunications: Issued by Office of Deputy Prime Minister 2001.

7. Background

7.1 There is ongoing public concern about the number of proposals for Mobile Phone Masts being put forward in the Borough of Haringey; this is particularly expressed in letters and sometimes petitions objecting to planning applications for new Telecommunications Equipment.

7.2 At the same time there is pressure from the Mast operators, partly in response to continued public demand (there are estimated to be at least 40 million mobile phone users in the country), and partly due to constantly changing technology (in particular the roll-out of the '3G' network).

- 7.3 Government Planning Advice sets out a national approach to consideration of perceived health risks from Mobile Phone masts, and discourages local authorities from setting up exclusion zones or having a moratorium on any additional installations.
- 7.4 Nevertheless, within existing policy and practice, the Planning Service has in recent years taken a harder line where possible in refusing additional masts on grounds of visual intrusion (for example, in 2005 only 4 out of 19 applications were granted, whereas in 2002 11 out of 16 were approved); where it would be difficult to justify refusal, the Council tries to have the antennae screened or hidden in some way.
- 7.5 Operators do have the right of appeal to the Planning Inspectorate where refused; since the Scrutiny Report was written, there has been an increase in the number of appeals (probably the operators response to the increased number of refusals), and Inspector's have allowed 3 masts in the last three months.
- 7.6 The Executive welcomes the report of the Scrutiny Committee; of the recommendations, 13 are agreed and some of these represent work already in progress; four will involve the actions of Departments or agencies outside of the Planning Service.

8. Response to Recommendations;

(Note; these are numbered in the order given in the Executive Summary of the Scrutiny Committee Report)

Government

- (7) Government to be requested to make all proposals for new Mobile phone base stations subject of full planning applications as opposed to the prior notification procedure.

Supported; the current procedures of 'Prior Notification' for masts less than 15m high, outside of Conservation Areas, are confusing for the public and do not mean any less work for Local Planning Authorities than if they were full applications.

Timescale; Government department to be written to by 15 September 2006.

Operators

- (1) Operators to supply evidence of cell coverage etc. to justify need.

Supported; most operators already do this.

- (9) Operators to produce information on Beam of greatest intensity.

Supported; this will give greater information to residents.

Timescale; to be requested on proposals from 1 October onwards.

[Note; this can only be a request; failure to supply cannot be a reason for refusal].

- (10) Operators to develop better visual screening of antennae

Supported; this is largely done already.

Operators and executive

- (2) To hold Annual Roll-out meetings with Operators.

Supported.

Timescale; hold by 15 October and thereafter annually.

- (3) Meeting with interested groups after meeting with operators;

(4)

Supported.

Timescale; within 6 weeks of meeting with operators.

Executive

- (5) Site notices for all applications for Mobile Phone Base stations;

Supported; although it must be recognised that this is not a statutory requirement and it will have resource implications for Planning staff.

Timescale; from 1 October 2006.

- (6) Introducing a consultation radius of 100m. for all Mobile Phone base station applications.

Support, it must however be appreciated that

- A. decisions have to be based on solid planning reasons, not simply on the number of letters of response that can be submitted (Government advice in PPS1).
- B. the amount of consultation already carried out on masts is quite substantial; and
a 100m. radius for mobile phone masts will mean that new masts will get greater consultation than for say. a new block of three-storey apartments or new houses in the same location.

Timescale; from October 2006.

- (8) Planning Service to respond on Prior Approval by fax and post by 56th. Day.

Supported; already being carried out.

- (11) Decision on whether to approve 'lamp-post swap' types of installation in principle.

Support; subject to restriction on height and consideration of detailed siting.

- (12) Maintain Mast Register.

Support: Mast Register is prepared on Ward basis

Timetable; availability on web-site should be possible by September.

- (13) Ask Radio Communications Agency to monitor site for emission levels.

Support subject to resources/budget being available.

Timetable; request by October.

- (14) Ask District Valuer to assess /collect business rates.

Support; request by September.

- (15) Ensure Finance Service collects all rate and rent etc.

Support; request by October.

- (5) Operators to comply with their Ten Commitments.

Support.

9. Comments of Head of Legal Services:

'The Legal issues are adequately summarised in the Scrutiny Review Report. Agreeing the recommendations is supported and would assist the Council in complying with its duties as Planning Authority'.

10. Comments of the Director of Finance

10.1 The implementation of the recommendations of the Scrutiny Panel have minimal resource implications and these can be contained within existing approved budgets for Planning Services.

10.2 Recommendation 14 is to ask the District Valuer to assess mobile phone sites for business rates. This will be undertaken by the Council's Business Rates Section, who may already be collecting business rates from sites that have previously been assessed. Recommendation 15 concerns potential rental from mobile phone sites. Where mobile phone masts/dishes/antennae are on Council property, they would normally be subject to a rental charge which would be collected by Property Services. The Planning Service should liaise with Property Services to ensure that rent is being collected from all appropriate sites.

10. Equalities Implications:

There is no evidence that the use of mobile phones is particularly beneficial to any particular sector or group of the population; the recommendations of the Scrutiny Committee are not considered to have any specific equalities implications.

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Agenda item:

The Executive

25 July 2006

Report title: **Changes to Tenancy Agreement**

Forward Plan reference number:

Report of: **Director of Social Services**

Ward(s) affected: All

Report for: **Key Decision****1. Purpose**

This report summarises comments received from tenants in response to a preliminary notice of intention to vary the tenancy agreement, issued in April 2006. It sets out recommended amendments to the proposals in the preliminary notice and provides, at appendix 3, the final proposed new tenancy agreement.

2. Introduction by Executive Member

- 2.1 As part of a continuing review of all our procedures we are updating various aspects of the tenancy agreement in the light of comments and concerns received from ward councillors, tenants and our own staff and in order to ensure that we are compliant with new legal requirements.
- 2.2 This report provides a summary of the key changes recommended by officers and the outcome of a wide consultation exercise with service users. I would welcome any additional comments or suggestions members of the Executive have, before proceeding to the next phase of the implementation plan.

3. Recommendations

- 3.1 That Members:
- Note tenants' comments in response to the notice of intention to vary the tenancy agreement.
 - Approve the recommended amendments in section 8.1.
 - Approve the final proposed new tenancy agreement set out in appendix 3.

Report Authorised by:

Director of Social Services

Contact officer: Arin Akin,
Project Manager
Telephone: 020 8489 4612

4. Executive Summary

4.1 In order to amend the tenancy agreement, the prescribed procedure for variation under section 103 of the Housing Act 1985 must be followed. This requires that the Council serve a preliminary notice of intention to vary the tenancy agreement on all tenants and invite comments in response. In making its decision on changes to the tenancy agreement, the Executive is required to take into account a summary of tenants' comments.

4.2 This report summarises comments received from tenants in response to a notice of intention to vary issued in April 2006. Based on those comments and in line with the prescribed procedure, the report sets out recommended amendments to the proposed tenancy agreement. It also highlights further stages required to vary the tenancy agreement.

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

- Appendix 1 shows the original tenancy agreement and Appendix 2 the notice of intention to vary that was sent to tenants. Key changes proposed in the notice included:
 - A section strengthening the clauses regarding access (clauses 50-55). This will help enable the Council to meet its statutory obligation to undertake annual gas safety checks. It will also help to enable occupancy checks, as well as pest control and other works.
 - Identity photographs, which will help address fraud and unauthorised sub-letting.
 - New clauses on rubbish disposal (clauses 9-12)
 - Changes in line with guidance from central government such as:
 - An increase in the amount of information in the tenancy agreement
 - A new section on tenants' rights (clauses 73-83)
- As a result of comments from tenants and in line with the prescribed procedure, further amendments have been recommended to certain clauses. These changes, and the reasons for them are set out in section 8.1.

6. Local Government (Access to Information) Act 1985

Background documents:

Housing Act 1985, section 103

Report to Executive of 22 November 2005: Changes to Tenancy Agreement

7. Background

On 22 November 2005, the Executive noted the results of consultation undertaken under section 105 of the Housing Act 1985 on demoted tenancies and identity photographs. The same report highlighted further stages in the review of the tenancy agreement, including consultation on further changes. This was undertaken in April and May 2006 in accordance with section 103 of the Act, by means of tenants' comments in response to a notice of intention to vary the tenancy agreement.

8. Description

This report summarises tenants' comments in response to a preliminary notice of intention to vary the tenancy agreement (Appendix 2), issued by the Council in April 2006. Section 103 of the Housing Act 1985 requires the Executive to take these comments into account in making its decision on the proposed tenancy agreement (Appendix 3).

Section 8 of this report provides a summary of comments from tenants. Section 8.1 sets out comments that resulted in recommendations to amend the tenancy agreement. Section 8.2 highlights key comments that did not, with a summary of the Council's responses to tenants. In addition, a fuller summary of comments from tenants and the Council's responses is contained in Appendix 4.

8.1 Summary of comments from tenants, with recommended amendments

As a result of tenants' comments on the preliminary notice of intention to vary (Appendix 2), in accordance with the prescribed procedure, this report recommends amendments to a number of clauses in the tenancy agreement. These are set out below.

8.1.1 Clause 8

It is recommended that clause 8 is amended as follows:

From: You, or anyone staying in or visiting your home, must not keep any bottled gas or paraffin in your home or in communal areas. You, or anyone

staying in or visiting your home, must not keep quantities of petrol or any other inflammable or dangerous material in your home or in shared areas, except those that are reasonably needed for normal domestic use.

To: You, or anyone staying in or visiting your home, must not keep any bottled gas or petrol in your home or in communal areas. You, or anyone staying in or visiting your home, must not keep quantities of paraffin or any other inflammable or dangerous material in your home or in shared areas, except those that are reasonably needed for normal domestic use.

Summary of comments from tenants:

- Several tenants stated that older people in particular may need to use paraffin heaters in their homes because they are much cheaper than electric heaters. They stated that prohibition of paraffin heaters would increase the risk of older people becoming ill due to cold weather.

8.1.2 Clause 29

- A number of tenants commented that the tenancy agreement should prohibit food dropping for pigeons

It is recommended that clause 29 is amended as follows (amendment in italics):

Clause 29: Examples of behaviour which is likely to cause nuisance and annoyance are:

- banging doors, shouting and playing loud music;
- allowing family members to behave in an unruly way;
- putting graffiti on Council property; and
- using the property for illegal or immoral purposes, including prostitution and using and supplying any illegal substance.
- *putting out food for squirrels, pigeons etc.*

This is not a complete list. Please contact us if you are not sure about what behaviour causes nuisance and annoyance. Contact details are given in the Tenants' Charter.

8.1.3 Clauses 33b and 33c

Summary of comments from tenants:

- Wood flooring and stone tiles create noise problems if no underlay is installed.
- A request for additional examples of alterations and improvements in Cause 33b
- The tenancy agreement should have a clause similar to the one in the leasehold agreement that requires “substantial floor covering to avoid the transmission of noise”. Without such a clause, the Council’s treatment of its tenants is inconsistent with its treatment of leaseholders.

It is recommended that clause 33 is amended as follows (amendment in italics in sub-clause 33b and insertion of a new sub clause 33c to address non-permanent hard flooring):

You must get advance written permission from the Council in the following circumstances:

33b: Before making alterations or improvements to the property or outside areas. This includes:

- removing any fixtures or fittings belonging to the Council (*this includes kitchen or bathroom fittings*)
- *structural alterations such as removing walls or partitioning*
- installing burglar-proofing equipment, such as steel doors, grill doors or window bars; and
- installing any permanent wall finishings, such as coverings that are glued or nailed to the walls (examples include and ceramic wall tiles;
- installing any permanent floor finishings, such as coverings that are glued or nailed to the floor (examples include laminated or wood flooring, and ceramic floor tiles);
- putting up any structure on the spaces outside your property, such as putting up sheds or fences or installing a satellite dish.

33c:

- *from Day/ Month/ 2006, before installing a hard floor such as wood, laminate or ceramic tiles or exposing bare floorboards in the property. A requirement for permission is that you must install a high quality acoustic underlay of a grade approved by the Council.*

8.1.4 Clause 45

- Some tenants commented that it may not always be practical to report a fault. The reasons given were that they had sometimes experienced difficulty in getting through on the phone and there are some repairs that the Council is not responsible for.

It is recommended that clause 45 is amended as follows (amendment in italics):

- ◆ If any faults or damage (*that the Council is responsible for repairing*) occur to the property, you must report it to us as soon as is reasonably possible. We may charge you for any damage caused by you failing, without good reason, to report faults or damage.

8.1.5 Clause 50

- Some tenants asked whether Council employees and agents that visit their home will always carry identification.

It is recommended that clause 50 is amended as follows (amendment in italics):

50 You must allow council workers, or people we have sent to your home, reasonable access to your home to inspect or carry out occupancy checks, repairs, maintenance *including statutory gas maintenance*, improvements, or other work. *Such workers or agents will carry identification.*

8.1.6 Clause 64

- Tenants expressed concerns regarding the definition of a commercial vehicle

It is recommended that clause 64 is amended as follows (amendment in italics):

From: You must get written permission from the Council before you, or anyone staying in or visiting your home, parks any heavy trade or commercial vehicle or any caravan or motor home on the property or on any outside space, hardstanding or communal space.

To: You must get written permission from the Council before you, or anyone staying in or visiting your home, parks any heavy *goods* vehicle or any caravan or motor home on the property or on any hardstanding, communal space or Council land.

8.1.7 Clause 65

Summary of comments from tenants:

- Concern was expressed regarding special circumstances, such as tenant's being hospitalised

It is recommended that clause 65 is amended as follows:

From: You must not park any untaxed vehicle on Council land. This applies even if you have a Statutory Off Road Notification (SORN) for the vehicle.

To: You must not park any untaxed vehicle on Council land. If you have a Statutory Off Road Notification (SORN) for a vehicle, *you must get written permission from the Council before you park it on Council land. Permission will only be granted in exceptional circumstances.*

8.1.8 Clause 70

Summary of comments from tenants:

- this is not consistent with the Dogs (Fouling of Land) Act 1996

It is recommended that clause 70 is amended as follows (amendment in italics):

From: If you, or anyone staying in or visiting your home, have a pet, you or anyone staying in or visiting your home must keep it under control and not allow it to cause nuisance or annoyance to anyone in the locality of your home, or damage the property or communal areas. For example, you must not let your pet foul the communal areas, roads or other areas around your home.

To: If you, or anyone staying in or visiting your home, have a pet, you or anyone staying in or visiting your home must keep it under control and not allow it to cause nuisance or annoyance to anyone in the locality of your home, or damage the property or communal areas. *For example, if your pet fouls the communal areas, roads or other areas around your home you must remove any faeces and dispose of it appropriately. If your pet fouls or urinates in the communal areas you must clean the affected area.*

8.2 Summary of additional comments from tenants

This section highlights key comments that did not result in recommendations to amend the tenancy agreement. It also sets out responses from the Council. A fuller summary of comments from tenants and the Council's responses is contained in appendix 3.

8.2.1 Clause 4

Clause 4: You must let the Council know if you will be away from home for more than a month.

- Several tenants objected to the requirement to notify the Council when they plan to go away for more than a month. Some said this was an infringement of their civil liberties. A number questioned the need for this requirement if the rent is being paid.

The response was as follows:

This requirement is necessary in order to prevent problems such as:

- repeated requests for access (for example, for gas servicing) from being sent to a tenant who is away,
- concerns being raised about the safety of older tenants,
- unsuccessful attempts to contact the tenant in the event that squatters were to break into the property,
- the need to force entry in the event of an emergency (as tenants will be asked to provide emergency contact details).

8.2.2 Clause 5

Clause 5: You, or anyone staying in or visiting your home, must not keep belongings (including bicycles or mopeds) in any communal areas, such as landings, corridors, entrance halls and stairs. You, or anyone staying in or visiting your home, must not block any shared areas, including access routes.

Summary of comments from tenants:

- Some objections were received to the prohibition of bicycles in entrance halls. One tenant wrote that this clause is not consistent with the Government's green agenda. She mentioned that carrying a bicycle daily up and down several flights of stairs is not practical and leaving it outside overnight (even when locked) is not safe.

The response was as follows:

Bicycles kept in entrance halls often create health and safety risks. A number of bicycle shelters have recently been constructed as part of Haringey's pilot Estate Cycle Parking Scheme. Further shelters have been proposed in the Council's draft local implementation plan. However this proposal will be subject to funding and resident support.

8.2.3 Clause 15

Clause 15: You must allow Council officers or agents to take a photograph of you and to keep your photograph on our records as part of the Council's Tenant Audit System, designed to prevent and detect fraud. The Council will not pass on this photograph to anyone, except under data-protection law. For more information, see the Tenants' Charter.

- Several tenants objected to the requirement to be photographed. Some stated that this is an infringement of their civil liberties.

The response was as follows:

- Consultation of all tenants on this subject was carried out in October 2005. More than 70% of respondents approved of this requirement, as a way to prevent and detect sub-letting and fraud. However, on receiving a request from the Council to be photographed, if a tenant has a particular objection, this should be put in writing. Any such objection will be considered by the Council.

8.2.4 Clause 37

Clause 37: You are responsible for certain repairs inside your home, such as repairing internal doors, fixtures and fittings such as floor coverings (including tiling), kitchen cupboards, drawers, work surfaces, and curtain tracks and rails. This is not a complete list. See the Repairs Handbook for more information.

Summary of comments from tenants:

- Several tenants objected to the fact that they are responsible for these repairs.

The response was as follows:

- Clause 37 is not a change from the Council's previous policy, although it provides more detail than the previous tenancy agreement.
- The Council initially lets its properties in good condition. From then on, the tenant is responsible for maintenance of certain aspects of the property (details are contained in the Repairs Handbook).
- However it is the Council's policy to repair or replace items if the fault is deemed to be the result of fair wear and tear.

8.3 Further stages in the variation of the tenancy agreement

Following the decision of the Executive, a notice of variation will be sent to tenants. This will specify the changes to the tenancy agreement that have been approved by the Council and the date on which they will take effect.

9. Consultation

9.1 This report summarises comments from tenants in response to the Council's preliminary notice of 26 April 2006, of its intention to vary the tenancy agreement.

9.2 Target Group

The target group was Council tenants

9.3 Consultation Period

The consultation period was from 26 April to 29 May 2006. However, comments received until early June 2006 have been included in this report.

9.4 Method

Consultation was undertaken in accordance with the procedure prescribed by section 103 of the Housing Act 1985. A preliminary notice of intention to vary the tenancy agreement was sent by the Council to tenants. The notice set out the proposed variations and their effects and invited comments from tenants.

9.5 Hard to Reach Groups

Consultation material and other information for tenants was offered in Haringey's 10 main community languages, as well as in Braille, audio tape, large print and picture-and-symbol format.

9.6 Feedback

Information summarising the outcomes of this consultation will be publicised through Homezone, the newsletter for tenants of Haringey Council.

10. Financial Implications

There are no material financial consequences arising from the proposed changes to tenancy conditions.

11. Comments of the Head of Legal Services

11.1 The Head of Legal Services has been consulted in the preparation of this report.

11.2.1 Members are being asked to approve changes to Haringey's existing tenancy agreement which was last amended in 1999. The proposed changes to the content and format of the tenancy agreement are fair and easier to understand. The changes are therefore in accordance with the Unfair Terms in Consumer Contracts Regulations 1999 and recent guidance by the Office of Fair Trading and the Audit Commission.

11.2.2 The changes to the tenancy agreement will come into effect on the date specified in the notice of variation which must be not be less than 4 weeks after the date on which the notice is served.

12. Comments of the Director of Finance

The Director of Finance concurs with the financial implications set out in the report and has no further comment

13. Equalities Implications

13.1 Safeguards will be included in the Housing Department's procedures to ensure that vulnerable people, including those with mental health problems and learning difficulties, are protected under the new tenancy agreement.

13.2 Outcomes of the changes will be monitored by ethnic background, age, gender and disability.

14. Use of Appendices

Appendix 1: The original tenancy agreement

Appendix 2: Preliminary notice of intention to vary the tenancy agreement, dated 26 April 2006

Appendix 3: Final proposed new tenancy agreement

Appendix 4: Summary of comments from tenants

Appendix 1 – The current tenancy agreement

TENANCY AGREEMENT – SECURE TENANCIES

This is a Tenancy Agreement between the Tenant(s) and the London Borough of Haringey (“the Council”) concerning the letting of the property (the address is overleaf). Both parties to this Agreement have certain rights and obligations which are set out below. If you are a joint tenant, the term “tenant” refers to both tenants or all of them.

A. WHAT YOU MUST DO AS A SECURE TENANT

A1. Rent

Your rent and other charges are shown in your rent detail notification.
You must pay the rent and other charges regularly and promptly.

A2. Nuisance

The tenant or anyone who is living in the dwelling or their guests shall not cause nuisance or annoyance to neighbours in the dwelling or in any part of the communal parts or in the vicinity of the premises or use the dwelling or allow it to be used for illegal purposes. The tenant must not hold or permit to be held any party at the dwelling nor advertise or permit to be advertised any such party.

A3. Harassment

The tenant or any person on the premises whether permanently or temporarily must not at any time or in any place commit any acts which cause a nuisance, annoyance or disturbance which amount to harassment on the grounds of race, sex, sexual orientation, religious belief or disability of other local residents.

Harassment is interference with the peace or comfort of any person.

A4. Obtaining Permission

You must get written permission from the Council:

- I. If you want to use your home for trade or business or for any purpose other than a private dwelling. (This includes the garden and garage, if any. Consent will be refused if the trade or business is likely to cause nuisance or annoyance to others).
- II. Before making alterations.
- III. If you wish to exchange your tenancy.
- IV. Before sub-letting any part of the property
- V. The Council will not unreasonably withhold consent but may set conditions for (i) and (ii). If you do not comply with the conditions, the Council may withdraw its consent.

You may not sub-let or part with possession of the whole of your Council property.

A5. Maintaining the decorations

You are responsible for decorating the inside of your home as necessary unless you are elderly or have a disability.

A6. Maintaining the Garden

If you have a garden, you must maintain all garden space free from rubbish and in a tidy condition.

A7. Cleaning

You are responsible for cleaning the area outside your own front door. In blocks of flats or maisonettes, you are responsible for cleaning communal landings and passages adjacent to your flat or maisonette, unless this is the responsibility of a person employed by the Council.

A8. Other Members of Your Household. Sub-Tenants and Guests

In the following clauses 8-14, where these rules set out things you must do or must not do as a tenant, they also apply to other members of your household and to sub-tenants and your guests. If any sub-tenant or guest is doing something against these rules, you must take steps to remove them from your

home. If you do not do this, the Council can take action against you where a sub-tenant or guest has done something against the Conditions of Tenancy.

A9. Damage to the property

You must not cause damage to your property, the Council's fixtures and fittings, any furniture provided by the Council or any common parts.

You must also make sure that the Council's property does not deteriorate through neglect by you. You should notify the Council as soon as possible of any defect in the property.

You will be responsible for any repairs that are needed because of deliberate damage to your property (fair wear and tear is not deliberate damage).

A10. Parking and Garages

You must not park any private, heavy trade or commercial motor vehicle or caravan unless a garage or hard-standing is provided.

You must not park any vehicle in a position where it could obstruct emergency access or exit points or access to other parking spaces or garages, or which could cause inconvenience.

You must remove any unroadworthy vehicle belonging in your possession from shared access roads or other communal areas a Council estate within four weeks of a written request to do so from the Council. (Abandoned vehicles may be removed by the police, if on the public highway or on open land, or by the Council if they are on Council land).

A11. Inflammable Materials

You must not store quantities of inflammable materials or gas on the premises, other than may be reasonably required for domestic use.

A12. Pets

You must ensure that any domestic pet is kept under control.

If your flat or maisonette does not have its own garden for your exclusive use (this does not include communal gardens), you must not keep more than one dog or cat (but not one of each). You may keep an additional dog or cat which you owned at 1st April 1996, if you were a Council Tenant at that time.

You must comply with the requirements of the Dangerous Dogs Act 1991.

Dogs must be kept on a lead whilst on estate roads or in any other part of the communal parts of any housing estate.

Dogs must not be allowed to foul pavements or verges of estate roads or any part of the communal parts of any Council housing estate.

Dogs must not be allowed to enter any fenced play-areas of any Council housing estate.

A13. Giving Access

You must allow reasonable access to officers or agents of the Council to enter the premises to inspect the state of repair or to carry out repairs, maintenance or improvements to the premises or to adjoining premises.

A14. Council Employees.

You must comply with the reasonable request of the Council's employees relating to the use of the premises and the Council's property, and must not hinder, obstruct, abuse, threaten or assault them in the performance of the duties.

A15. Abuse and Violence.

The Tenant or anyone who is living in the dwelling of their guest must not abuse, threaten or assault any neighbour, local resident or their guests, in the dwelling or in the vicinity of the dwelling.

A16. Violence in the Home.

The Tenant or anyone who is living in the dwelling must not commit, cause or threaten violence against a member of the tenant's household which would justify that person leaving the dwelling.

A17. Ending a Tenancy

You must give four weeks' notice in writing to the Council if you want to leave.

You must leave the Council's fixtures and fittings in the same state as they were at the beginning of the tenancy except for:

- (a) Fair wear and tear.
- (b) Any improvements made by the Council.
- (c) Any improvements made by you if you.

Before you leave you must clear out all your furniture and possessions and leave the property clean and tidy. Any belongings left in the property will be treated as abandoned and the Council may dispose of them as it thinks fit. You must give all keys to your local housing office, including those for any storeroom, controlled entry system or garage.

B. RESPONSIBILITIES OF THE COUNCIL

The Council is responsible for:

- B (a) Keeping the structure and exterior of the property in good repair, including gutters, drains and external pipes.
- B (b) Keeping in good repair and proper working order the Council's installations for space heating, water heating, draining and sanitation, and for the supply of water, gas and electricity.
- B (c) In the case of flats, taking reasonable care to keep common entrances, halls, stairways, lifts, passageways, rubbish chutes, lighting and other common parts in reasonable repair.
- B (d) Carrying out those repairs which are the Council's responsibility within the current time limits.
- B (e) Making reasonable arrangements to keep tidy all external communal spaces and communal hedges on its housing estates.
- B (f) Decorating the exterior and communal parts of the interior every five years.

These obligations are subject to the Council's right to make good and charge the tenant for wilful damage or neglect caused to the premises and communal amenities where provided.

The Council shall:

- B (g) Enquire into the reasons for failure to pay the rent and other charges due, and shall take all reasonable steps to provide financial counselling before going to Court to recover money owed.
- B (h) Provide information on Council policy on transfers and rehousing.
- B (i) Ensure that tenants receive the current edition of the Tenants' Charter.
- B (j) Give tenants 4 weeks' prior notice before increasing the net rent; 1 weeks' prior notice before increasing the district heating charge.
- B (k) Consult tenants on any proposed alteration in tenancy conditions and give 4 weeks' notice of any alteration.
- B (L) Give 24 hours' notice in writing of any visit to the premises to inspect, if a repair or inspection is being carried out other than in response to a request from the tenant. As an exception to this, an employee or agent of the Council may enter without notice if there is an emergency which might result in personal injury or damage to the tenant's home or to neighbouring properties.
- B (m) Give tenants 4 weeks' prior notice to quit in writing if the tenancy ceases to be secure tenancy and the Council wishes to terminate the tenancy.

In accordance with Section 48 Landlord and Tenant Act 1987, notice is hereby given that the address at which notices (including notices in proceedings) may be served by you as tenant on your landlord is: The Director of Housing, Apex House, 820 Seven Sisters Road, London N15 5PQ.

Any notice required and authorised by or under this tenancy or under any enactment to be given to or served on the tenant by the Council may be so given or served by delivering it to the tenant, or by leaving it addressed to the tenant at the property, or by sending it by first class post addressed to the tenant at the property.

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Appendix 4

Consultation under section 103 of the Housing Act 1985 - Summary of comments from tenants

4.1 Summary of comments from tenants, with recommended amendments

Clause	Summary of comments from tenants	Recommended amendment
8	Several tenants stated that older people in particular may need to use bottled gas heaters in their homes because they are much cheaper than electric heaters. They stated that prohibition of bottled gas heaters would increase the risk of older people becoming ill due to cold weather.	<p>From: You, or anyone staying in or visiting your home, must not keep any bottled gas or paraffin in your home or in communal areas. You, or anyone staying in or visiting your home, must not keep quantities of petrol or any other inflammable or dangerous material in your home or in shared areas, except those that are reasonably needed for normal domestic use.</p> <p>To: You, or anyone staying in or visiting your home, must not keep any bottled gas or petrol in your home or in communal areas. You, or anyone staying in or visiting your home, must not keep quantities of paraffin or any other inflammable or dangerous material in your home or in shared areas, except those that are reasonably needed for normal domestic use.</p>
29	A number of tenants commented that the tenancy agreement should prohibit food dropping for pigeons	<p>(Amendment in italics):</p> <p>29 Examples of behaviour which is likely to cause nuisance and annoyance are:</p> <ul style="list-style-type: none"> • banging doors, shouting and playing loud music; • allowing family members to behave in an unruly way; • putting graffiti on Council property; and • using the property for illegal or immoral purposes, including prostitution and using and supplying any illegal substance. • <i>Putting out food for squirrels, pigeons etc.</i> <p>This is not a complete list. Please contact us if you are not sure about what behaviour causes nuisance and annoyance. Contact details are given in the Tenants' Charter.</p>

Clause	Summary of comments from tenants	Recommended amendment
33b and 33c	<ul style="list-style-type: none"> – Wood flooring and stone tiles create noise problems if no underlay is installed. – A request for additional examples of alterations and improvements in 33b – The tenancy agreement should have a clause similar to the one in the leasehold agreement that requires substantial floor covering to avoid the transmission of noise. Without such a clause, the Council’s treatment of its tenants and leaseholders is inconsistent. 	<p>It is recommended that clause 33 is amended as follows (amendments in italics in clauses 33b and 33c):</p> <p>You must get advance written permission from the Council in the following circumstances:</p> <p>33b: Before making alterations or improvements to the property or outside areas. This includes:</p> <ul style="list-style-type: none"> • removing any fixtures or fittings belonging to the Council (<i>this includes kitchen or bathroom fittings</i>) • <i>structural alterations such as removing walls or partitioning</i> • installing burglar-proofing equipment, such as steel doors, grill doors or window bars; and • installing any permanent wall finishings, such as coverings that are glued or nailed to the walls (examples include and ceramic wall tiles; • installing any permanent floor finishings, such as coverings that are glued or nailed to the floor (examples include laminated or wood flooring, and ceramic floor tiles); • putting up any structure on the spaces outside your property, such as putting up sheds or fences or installing a satellite dish. <p>33c:</p> <ul style="list-style-type: none"> • <i>from Day/ Month/ 2006, before installing a hard floor such as wood, laminate or ceramic tiles or exposing bare floorboards in the property. A requirement for permission is that you must install a high quality acoustic underlay of a grade approved by the Council.</i>

Clause	Summary of comments from tenants	Recommended amendment
45	Some tenants commented that it may not always be practical to report a fault. The reasons given were that they had sometimes experienced difficulty in getting through on the phone and there are some repairs that the Council is not responsible for.	Amendment in italics: <ul style="list-style-type: none"> ◆ If any faults or damage (<i>that the Council is responsible for repairing</i>) occur to the property, you must report it to us as soon as is reasonably possible. We may charge you for any damage caused by you failing, without good reason, to report faults or damage.
50	Some tenants asked whether Council employees and agents that visit their home will always carry identification.	Amendment in italics: <p>50 You must allow council workers, or people we have sent to your home, reasonable access to your home to inspect or carry out occupancy checks, repairs, maintenance <i>including statutory gas maintenance</i>, improvements, or other work. <i>Such workers or agents will carry identification.</i></p>
64	Tenants expressed concerns regarding the definition of a commercial vehicle	From: You must get written permission from the Council before you, or anyone staying in or visiting your home, parks any heavy trade or commercial vehicle or any caravan or motor home on the property or on any outside space, hardstanding or communal space. To: You must get written permission from the Council before you, or anyone staying in or visiting your home, parks any heavy goods vehicle or any caravan or motor home on the property or on any hardstanding, communal space or Council land.
65	– Concern was expressed regarding special circumstances, such as a tenant being hospitalised	From: You must not park any untaxed vehicle on Council land. This applies even if you have a Statutory Off Road Notification (SORN) for the vehicle. To: You must not park any untaxed vehicle on Council land. If you have a Statutory Off Road Notification (SORN) for a vehicle, <i>you must get written permission from the Council before you park it on Council land. Permission will only be granted in exceptional circumstances.</i>

Clause	Summary of comments from tenants	Recommended amendment
70	This is not consistent with the Dogs (Fouling of Land) Act 1996	<p>It is recommended that clause 70 is amended as follows (amendment in italics):</p> <p>From: If you, or anyone staying in or visiting your home, have a pet, you or anyone staying in or visiting your home must keep it under control and not allow it to cause nuisance or annoyance to anyone in the locality of your home, or damage the property or communal areas. For example, you must not let your pet foul the communal areas, roads or other areas around your home.</p> <p>To: If you, or anyone staying in or visiting your home, have a pet, you or anyone staying in or visiting your home must keep it under control and not allow it to cause nuisance or annoyance to anyone in the locality of your home, or damage the property or communal areas. <i>For example, if your pet fouls the communal areas, roads or other areas around your home you must remove any faeces and dispose of it appropriately. If your pet fouls or urinates in the communal areas you must clean the affected area.</i></p>

4.2 Summary of additional comments from tenants

Clause	Summary of comments from tenants	Recommended amendment to clause	Response to comments
4	Several tenants objected to the requirement to notify the Council when they plan to go away for more than a month. Some said this was an infringement of their civil liberties. A number questioned the need for this requirement if the rent is being paid.	None	This requirement is necessary in order to prevent problems such as: <ul style="list-style-type: none"> ▪ repeated requests for access (for example, for gas servicing) from being sent to a tenant who is away, ▪ concerns being raised about the safety of older tenants, ▪ unsuccessful attempts to contact the tenant in the event of squatters breaking into the property, ▪ the need to force entry in the event of an emergency (as tenants will be asked to provide emergency contact details).
5	Some objections were received to the prohibition of bicycles in entrance halls. One tenant wrote that this clause is not consistent with the Government's green agenda. She mentioned that carrying a bicycle daily up and down several flights of stairs is not practical and leaving it outside overnight (even when locked) is not safe.	None	Bicycles kept in entrance halls often create health and safety risks. A number of bicycle shelters have recently been constructed as part of Haringey's pilot Estate Cycle Parking Scheme. Further shelters have been proposed in the Council's draft local implementation plan. However this will be subject to funding and resident support.

Clause	Summary of comments from tenants	Recommended amendment to clause	Response to comments
13	A tenant may inadvertently cause blockage to drains without gross neglect or malicious intent	None	This will be taken into account. However action may be taken against tenants who cause blockages due to gross neglect or malicious intent, for example by flushing nappies down toilets.
15	Several tenants objected to the requirement to be photographed. Some stated that this is an infringement of their civil liberties.	None	Consultation of all tenants on this subject was carried out in October 2005. More than 70% of tenants approved of this requirement, as a way to prevent and detect sub-letting and fraud. However, on receiving a request from the Council to be photographed, if a tenant has a particular objection, this should be put in writing. Any such objection and will be considered by the Council.
16	Some tenants expressed concern that they are liable for the misconduct of their visitors and people staying with them	None	Tenants are responsible for the behaviour of their visitors and people staying with them. Tenants are required to take reasonable steps to prevent them from causing the tenancy agreement to be broken. This requirement was also set out in the previous tenancy agreement in clause A8.
33b	What will the Council do about tenants who made alterations prior to this change to the tenancy agreement?	See above	The requirement for permission existed in the previous agreement. However the Council will not take action against tenants in cases where alterations have not caused damage. Tenants in this situation are advised to seek retrospective written permission for the alterations.

Clause	Summary of comments from tenants	Recommended amendment to clause	Response to comments
33b	The Council must set reasonably short target times to deal with requests from tenants for permissions.	See above	Target times will be set and publicised through Homezone.
37	Several tenants objected to the fact that they are responsible for these repairs.	None	<ul style="list-style-type: none"> ▪ Clause 37 is not a change from the Council's previous policy, although it provides more detail than the previous tenancy agreement. ▪ The Council initially lets its properties in good condition. From then on, the tenant is responsible for maintenance of certain aspects of the property (details are contained in the Repairs Handbook). ▪ However it is the Council's policy to repair or replace items if the fault is deemed to be the result of fair wear and tear.
52	The Council should give at more than 24 hours notice that it requires access, as 3 days notice is often required to get leave from work.	None	In common with the previous tenancy agreement this clause gives a minimum of 24 hours (except in an emergency). This is because quick access may be needed, for example to fix a leak that is relatively urgent but not an emergency. However if the tenant is unable to attend, they can contact the Council to arrange an alternative appointment.
54	Concern was expressed regarding the requirement for tenants (particularly those who are elderly, ill or disabled) to move their furniture on request, for example by repairs contractors.	None	If another member of the household is able to move the item, we expect them to do so. If not, the Council would take a view on the situation. For example, its employees or agents may ask the tenant to sign a disclaimer before they move the item.

Clause	Summary of comments from tenants	Recommended amendment to clause	Response to comments
Various clauses	<p>The tenancy agreement should be applied in a way that takes into account the needs of disabled tenants. Examples include:</p> <ul style="list-style-type: none"> – Clause 10: Blind tenants who live alone may not be able to use recycling facilities. – Clause 52: Notice that access is required should be provided in an appropriate format. 	None	The tenancy agreement will be applied in a manner which takes into account the needs of disabled tenants

Appendix 3 Final Proposed Tenancy Agreement

Contents

Tenancy agreement - secure tenancies

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Tenancy agreement – secure tenancies

This is a tenancy agreement between you the tenant(s) and (the London Borough of Haringey) (“the Council”), concerning the letting of the property described on pages 1 and 2.

You have a secure tenancy under the Housing Act 1985.

Both parties to this Agreement have certain rights and obligations which are set out below. If you are a joint tenant, the term “tenant” refers to each tenant, or both or all of you.

WHAT YOU MUST DO AS A SECURE TENANT

Use of the property

1 You must use the property as your only or main home.

2 You must not sublet or give up the whole of the property to anyone.

3 You must not sub-let part of your home without the written the permission of the Council.

4 You must let the Council know if you will be away from home for more than a month.

5 You, or anyone staying in or visiting your home, must not keep belongings (including bicycles or mopeds) in any communal areas, such as landings, corridors, entrance halls and stairs. You, or anyone staying in or visiting your home, must not block any shared areas, including access routes.

6 You, or anyone staying in or visiting your home, must not run a business or carry out a trade without prior written permission from the Council. The property includes the garden, outside space and garage, if any are included in your tenancy.

7 You, or anyone staying in or visiting your home, must not use the property or let it be used for any immoral or illegal purpose. This includes selling, cultivating or storing drugs, keeping illegal or unlicensed firearms or weapons, prostitution or handling stolen goods.

8: You, or anyone staying in or visiting your home, must not keep any bottled gas or petrol in your home or in communal areas. You, or anyone staying in or visiting your home, must not keep quantities of paraffin or any other inflammable or dangerous material in your home or in shared areas, except those that are reasonably needed for normal domestic use.

9 You, or anyone staying in or visiting your home, must put rubbish in the chutes or bins provided.

10 If you have been provided with recycling bins, you or anyone staying in or visiting your home must use them appropriately.

11 You, or anyone staying in or visiting your home must get rid of bulky items (too large to fit in bins) by putting them in the designated areas (if there are any) or by making arrangements for them to be collected.

12 You, or anyone staying in or visiting your home, must use any shared areas and facilities in a reasonable way. You, or anyone staying in or visiting your home must not leave litter or rubbish in any part of the communal areas or on any part of the estate, if your home is on an estate.

13 You, or anyone staying in or visiting your home, must not block drains, pipes or gutters in your home or in the building where your home is situated.

14 You must comply with the reasonable requests of the Council's employees or agents relating to the use of your home and the Council's property, and must not hinder obstruct abuse, threaten or assault them in the performance of their duties.

15 You must allow Council officers or agents to take a photograph of you and to keep your photograph on our records as part of the Council's Tenant Audit System, designed to prevent and detect fraud. The Council will not pass on this photograph to anyone, except under data-protection law. For more information, see the Tenants' Charter.

16 You are responsible for every person staying in or visiting your home. If someone is causing this agreement to be broken, you must contact the Council and you must take reasonable steps to stop him or her. In some cases, reasonable steps may include asking that person to leave your home or getting a court order against him or her. If you do not do this, the Council can take legal action against you.

Rent

17 Your rent and other charges, such as water charges, are shown on page 1 of your tenancy agreement. You must pay the rent and other charges in advance on or before each Monday, unless you have written permission from the Council to do otherwise.

18 Each joint tenant is responsible for all of the rent and any arrears.

19 You could lose your home if you do not pay your rent and other charges. You must contact the Council if you have difficulty paying your rent. There are details of where to contact us in the Tenants' Charter.

20 You must pay any arrears or other charges relating to a previous tenancy if they are described in this agreement.

21 If you have to pay former tenancy arrears or other charges under this agreement, they will not be treated as rent but you must allow the Council to recover those payments when you pay your rent.

Violence and abuse

22 You, or anyone staying in or visiting your home, must not assault, abuse or threaten any person in or visiting your home or the locality of your home.

23 You or anyone staying in or visiting your home must not use or threaten domestic violence. This includes physical, sexual or psychological violence against or abuse of the tenant or any member of the

tenant's household. Such behaviour may result in the Council taking action to evict you from your home. This action can be taken even in the absence of a conviction.

24 You, or anyone staying in or visiting your home must not assault, threaten or abuse any Council staff, agents or persons sent by the Council.

Antisocial behaviour

25 If you or anyone staying with you or visiting you, breaks the terms of this agreement, the Council may decide to ask the court to evict you. We may take other action to deal with harassment, nuisance, annoyance and other types of anti-social behaviour. This may include applying to exclude you or your family members or visitors from your home or the locality. You can find details in the Tenants' Charter.

Nuisance

26 You are responsible for the behaviour of people staying in or visiting your home.

27 You must not hold or allow a party to be held at your home. You must not advertise or allow a party to be advertised at your home.

28 You, or anyone staying in or visiting your home, must not do anything which causes or is likely to cause a nuisance or annoyance to anyone staying in or visiting the locality of your home. The locality includes communal parts and parts of the estate if any and areas near your home.

Clause 29: Examples of behaviour which is likely to cause nuisance and annoyance are:

- banging doors, shouting and playing loud music;
- allowing family members to behave in an unruly way;
- putting graffiti on Council property; and
- using the property for illegal or immoral purposes, including prostitution and using and supplying any illegal substance.
- putting out food for squirrels, pigeons etc.

This is not a complete list. Please contact us if you are not sure about what behaviour causes nuisance and annoyance. Contact details are given in the Tenants' Charter.

Harassment

30 You are responsible for the behaviour of people staying in or visiting your home.

31 You, or anyone staying in or visiting your home must not harass any other person on the grounds of race, gender, sexual orientation, religious belief or disability or for any other reason. Harassment means interfering with the peace or comfort of any person.

32 Examples of harassment include:

- threats or acts of violence to other people;
- aggressive gestures;
- verbal abuse, such as name-calling; and
- making false complaints.

This is not a complete list. Please contact the Council if you are not sure about what behaviour causes nuisance and annoyance. There are contact details in the Tenants' Charter.

Obtaining permission

33 You must get advance written permission from the Council in the following circumstances:

33a If you want to use your home for trade or business, or for any purpose other than a private home. This includes the garden and garage if any. We will refuse permission if the trade or business is likely to cause nuisance or annoyance to other people.

33b: Before making alterations or improvements to the property or outside areas. This includes:

- removing any fixtures or fittings belonging to the Council (this includes kitchen or bathroom fittings)
- structural alterations such as removing walls or partitioning
- installing burglar-proofing equipment, such as steel doors, grill doors or window bars; and
- installing any permanent wall finishings, such as coverings that are glued or nailed to the walls (examples include and ceramic wall tiles);
- installing any permanent floor finishings, such as coverings that are glued or nailed to the floor (examples include laminated or wood flooring, and ceramic floor tiles);
- putting up any structure on the spaces outside your property, such as putting up sheds or fences or installing a satellite dish.

33c:

- from Day/ Month/ 2006, before installing a hard floor such as wood, laminate or ceramic tiles or exposing bare floorboards in the property. A requirement for permission is that you must install a high quality acoustic underlay of a grade approved by the Council.

33d If you want to keep a large item, such as a boat, in the garden.

33e If you wish to exchange your tenancy.

33f Before subletting any part of the property.

34 The Council will not refuse permission unless there is a good reason. We may give permission subject to certain conditions. If you do not comply with the conditions the permission will be withdrawn

35 You may also need planning and building regulation approval before you carry out improvements or alterations to your home. You will need to apply for this separately.

The condition of the property

36 You are responsible for day-to-day repairs, such as replacing bath plugs and light bulbs.

37 You are responsible for certain repairs inside your home, such as repairing internal doors, fixtures and fittings such as floor coverings (including tiling), kitchen cupboards, drawers, work surfaces, and curtain tracks and rails. This is not a complete list. See the Repairs Handbook for more information.

38 You are responsible for repairing your own fittings, fixtures and equipment.

39 You must keep the property and the area outside your own front door clean and tidy.

40 You are responsible for decorating inside the property.

41 If you do not carry out the repairs you are responsible for after the Council has asked you to, the Council may do the repairs and charge you.

42 You, or any person staying in or visiting your home, must not cause any damage to the property or any communal areas. This includes damage caused by neglect. It does not include damage caused by fair wear and tear.

43 You, or any person staying in or visiting your home, must not cause any damage to the fittings, fixtures, furniture and equipment which belong to the Council. This includes damage caused by neglect. It does not include damage caused by fair wear and tear.

44 If you, or anyone staying in or visiting your home, have caused damage to the property deliberately or by neglect, you must allow the Council to carry out work to put matters right and you must pay for it.

45 If any faults or damage (that the Council is responsible for repairing) occur to the property, you must report it to us as soon as is reasonably possible. We may charge you for any damage caused by you failing, without good reason, to report faults or damage.

46 You or any person staying in or visiting your home must not make any alterations or improvements to the property without written permission from the Council.

47 If you carry out alterations or improvements to the property or outside areas without written permission, the Council may carry out work to put it right and charge you for it.

48 You, or any person staying in or visiting your home, must not tamper with the gas or electricity supplies, or with the meters.

49 If you are over 60 or have a disability, you are entitled to certain additional repairs. We also aim to redecorate up to 3 three rooms in your home every six years. See the Repairs Handbook for more information.

Access

50 You must allow council workers, or people we have sent to your home, reasonable access to your home to inspect or carry out occupancy checks, repairs, maintenance including statutory gas maintenance, improvements, or other work. Such workers or agents will carry identification.

51 You must allow council workers, or people we have sent, reasonable access to your home to facilitate inspection or work to any property next to or near your home.

52 The Council will give you reasonable notice that it requires access into your home. Normally, this will not be less than 24 hours' written notice unless we need access in response to a request from you in which case it may be less. In an emergency, we may not be able to give you notice.

53 If you have had at least 24 hours' written notice that the Council requires access but you have failed to let us in, we may force entry. The Council will normally ask the court for an order before forcing entry. The Council will only force entry without a court order and /or without giving you notice in an emergency. For example, if believes there is a risk of injury or damage to the property or areas around the property or imminent danger. You must pay the reasonable costs of forced entry including the reasonable costs of court proceedings if they are necessary.

54 You, or anyone staying in or visiting your home, must comply with any reasonable request made by a council worker or someone sent by the Council relating to the property. For example, you may be required to move furniture or floor coverings.

55 You, or anyone staying in or visiting your home must not make it difficult for a council worker or someone we have sent to inspect your property or do work at your property, and you must not threaten, assault or abuse him or her.

Gardens and outside spaces

56 If a garden or other outside space is included in the property under this agreement, you are responsible for maintaining it. You must keep the grass short and weed any beds. You must keep any outside space free from rubbish, clean and tidy.

57 You must not put up any building, fence, wall or shed, or build any concrete path or hardstanding in the garden or on any outside space without written permission from the Council.

58 You, and any person staying in or visiting your home must not drop litter in or damage any communal gardens or other spaces. You must not damage any communal lawns or plants.

Communal areas

59 You, or any person staying in or visiting your home, must not cause any damage to any communal areas.

60 You, or any person staying in or visiting your home, must not do anything which might cause nuisance or annoyance in the communal areas. This includes leaving litter or making the communal areas dirty or untidy.

61 You, or any person staying in or visiting your home, must follow any rules and regulations imposed by the Council or its agents to manage the communal areas or the estate (if your home is on an estate).

Parking and garages

62 You, or anyone staying in or visiting your home, must only park any car, caravan or any other vehicle:

- in a garage;
- in a space made by the Council for you to park; or
- on a hardstanding which you have permission to park on.

63 You, or anyone staying in or visiting your home, must not park any vehicle in a position where it could block emergency access or exit points or access to other parking spaces or garages, or which could cause inconvenience.

64: You must get written permission from the Council before you, or anyone staying in or visiting your home, parks any heavy goods vehicle or any caravan or motor home on the property or on any hardstanding, communal space or Council land.

65 : You must not park any untaxed vehicle on Council land. If you have a Statutory Off Road Notification (SORN) for a vehicle, you must get written permission from the Council before you park it on Council land. Permission will only be granted in exceptional circumstances.

66 You must not park an unroadworthy or illegal vehicle (such as a stolen vehicle) on the land or roads around your home. For more information see the Tenants' Charter.

67 You must remove any unroadworthy vehicle belonging to you, or anyone staying in or visiting your home, from shared access roads or other shared areas or the estate (if you live on an estate) Abandoned vehicles will be removed.

68 If you have an Estate Car Parking Scheme on your estate, you must follow its rules. For more information, see the Tenants' Charter.

69 You, or anyone staying in or visiting your home, must not carry out major repairs to vehicles on the land around your home or on the road without written permission from the Council.

Pets

70: If you, or anyone staying in or visiting your home, have a pet, you or anyone staying in or visiting your home must keep it under control and not allow it to cause nuisance or annoyance to anyone in the locality of your home, or damage the property or communal areas. For example, if your pet fouls the communal areas, roads or other areas around your home you must remove any faeces and dispose of it appropriately. If your pet fouls or urinates in the communal areas you must clean the affected area.

71 If the pet is a dog, you or anyone staying in or visiting your home must:

- (a) comply with the requirements of the Dangerous Dogs Act 1991;
- (b) keep the dog on a lead in the communal areas and while on any part of the estate (if your home is on an estate) including the roads; and
- (c) not allow the dog to enter any areas of a council housing estate which are fenced play-areas or are marked as dog-free areas.

72 If your flat or maisonette does not have its own garden for you to use (this does not include shared gardens), you must not keep more than one dog or cat (not both). You may keep an extra dog or cat which you owned at 1 April 1996 if you were a council tenant at that time.

Tenants' rights

73 You have the right to live in your home. The Council will not interfere with your peaceful enjoyment of your home unless you break this agreement or unless the Council gets an order from the court.

74 You, and anyone staying in or visiting your home, may have to put up with some disturbance in your home or in communal areas if the Council or someone we have sent has to carry out work to your home while you are still living there. We will only cause reasonable disturbance. You, and anyone staying with you, may have to leave your home if we need to do major work which we cannot reasonably do while you are in the property. See the Tenants' Charter for more information.

75 If the Council is responsible for repairs, you have the right to have the repairs done within a reasonable period of time. You might be able to get compensation if we do not do some repairs on time. See the Repairs Handbook for details.

76 You have the right to carry out certain home improvements of your own if you have written permission from the Council before starting work. See the Tenants' Charter for more information.

77 You have the right to take in lodgers. A lodger is a person who lives with you as part of your household and shares the same facilities. See the Tenants' Charter for more information.

78 You have the right to sub-let part (but not all) of your home if you have written permission from the Council in advance.

79 You have the right to apply to exchange with another Council tenant or a tenant of certain other landlords (such as some housing associations). You need written permission from the Council before you exchange. We will only allow the exchange if you meet certain conditions. See the Tenants' Charter for details.

80 You have the right to use the complaints procedures of the Council and/or its agents if you have any complaint which falls within those procedures. See the Tenants' Charter for details.

81 You have the right to transfer your tenancy to someone else, but only if the conditions set out in the Tenants' Charter apply.

82 You have the right to be consulted about any proposed changes to this agreement, other than changes to rent or other charges.

83 You have the right to receive a copy of the Tenants' Charter and Repairs Handbook.

Ending your tenancy

84 If you want to end your tenancy you must give the Council four weeks' notice in writing. The notice that you give must end on a Monday.

85 You must leave the Council's fixtures and fittings in the same state as they were at the beginning of the tenancy except for:

- a fair wear and tear;
- b any alterations or improvements made by the Council; and
- c any alterations or improvements you have made, if you had written permission from the Council to make them.

86 If, when you leave, the property is damaged, you have carried out unauthorised alterations or improvements, or the Council's fixtures and fittings are missing or damaged, you must pay the Council's reasonable costs of repair or replacement costs.

87 Before you leave you must clear out all your furniture and belongings, and leave the property clean and tidy. You must not allow anyone to stay in the property at the end of your tenancy. If you leave any belongings in the property, we will treat them as being abandoned and dispose of them as we see fit.

88 You must give all keys to the Council including those for any store shed, controlled-entry system or garage. If you do not give up the keys you must pay the Council's reasonable charges of changing the locks and getting new keys.

89 If you do not leave your property clean you must pay the Council's reasonable costs of cleaning it.

90 When you leave, you must give the Council a forwarding address. This information will be kept in line with data-protection law. For more information about this, see the Tenants' Charter.

RESPONSIBILITIES OF THE COUNCIL

Repairs and improvements

91 The Council must keep the structure and outside of the property (including drains, gutters and outside pipes) in repair.

92 The Council must keep in repair and proper working order its installations for space heating, water heating, drainage and sanitation and for the supply of water, gas and electricity.

93 The Council is responsible for decorating the outside of the property and communal areas inside the property every five years.

94 The Council must take reasonable care to keep common entrances, halls, stairways, lifts, passageways, rubbish chutes, lighting and other common areas in reasonable repair. The Council must take reasonable steps to keep those areas reasonably clean.

95 The Council is not responsible for:

- a repairing fixtures and fittings that do not belong to the Council or for repairing your own appliances that use the water, gas or electricity supplies; or
- b work which is caused by you, or anyone staying in or visiting your home, failing to act responsibly in your home.

Consultation and information

96 The Council must ask your views about its housing plans if they substantially affect you, for example, modernisation or improvement work planned for your home or your area.

97 The Council must consult you about any planned changes to the tenancy agreement, except for any changes to the rent or service charge.

98 The Council must give you four weeks' notice in writing of any changes to this tenancy agreement.

99 The Council must give you four weeks' notice in writing of any changes to your rent. We must give you one week's notice of any changes to service charges.

Notices

100 If you need to contact the Council you should consult your Tenants' Charter for details.

101 If you need to send a notice or any court documents to the Council, you may send it to: The Head of Housing, London Borough of Haringey, Apex House, 820 Seven Sisters Road, London. N15 5PQ. The Council is required to give you this address under section 48 of the Landlord and Tenant Act 1987.

102 The Council may send you any formal notice under this tenancy or under any law by delivering it to the property or by sending it to you by first-class post, addressed to you at the property.

Ending this agreement

103 This agreement will come to an end if the court makes an order for you to give up your home. The Council may ask the court for an order to evict you if there are legal grounds for an eviction.

For example, the Council may ask the court for an order to evict you if:

- a you do not pay your rent, or persistently pay it late, or you break any part of this agreement;
- b you, or anyone staying in or visiting your home, do anything which causes or is likely to cause a nuisance or annoyance to anyone staying in or visiting the locality of your home;
- c you, or anyone staying in or visiting your home, use it for illegal or immoral purposes; or
- d you, or anyone staying in or visiting your home, are convicted of an arrestable offence in the locality.

This is not a complete list, and there may be other reasons for making an order for possession.

104 If you are no longer a secure tenant, for example because the property is no longer your only or main home, or because you have sublet the whole of the property, the Council may end this agreement by giving you four weeks' notice in writing.

Appendix 2b (pages 2-19 of notice of intention to vary)

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APPENDIX - THE CURRENT TENANCY AGREEMENT

Proposed tenancy agreement with changes explained

Tenancy agreement – secure tenancies

This is a tenancy agreement between you the tenant(s) and (the London Borough of Haringey) (“the Council”), concerning the letting of the property described on pages 1 and 2.

You have a secure tenancy under the Housing Act 1985.

Both parties to this Agreement have certain rights and obligations which are set out below. If you are a joint tenant, the term “tenant” refers to each tenant, or both or all of you.

WHAT YOU MUST DO AS A SECURE TENANT

Use of the property

1 You must use the property as your only or main home.

1 This is a new clause. It explains that the property must be your only or main home.

2 You must not sublet or give up the whole of the property to anyone.

2 This is a variation (change) to clause A4. It has been reworded slightly to make it clearer.

3 You must not sub-let part of your home without the written the permission of the Council.

3 This is a change to clause A4. It has been reworded slightly to make it clearer.

4 You must let the Council know if you will be away from home for more than a month.

4 This new clause says that you must let us know if you will be away from home for more than a month.

5 You, or anyone staying in or visiting your home, must not keep belongings (including bicycles or mopeds) in any communal areas, such as landings, corridors, entrance halls and stairs. You, or anyone staying in or visiting your home, must not block any shared areas, including access routes.

5 This new clause prohibits you or anyone staying in or visiting your home from blocking communal areas.

6 You, or anyone staying in or visiting your home, must not run a business or carry out a trade without prior written permission from the Council. The property includes the garden, outside space and garage, if any are included in your tenancy.

6 This is a change to clause A4. It makes it clear that the property includes any garden, outside space and garage.

7 You, or anyone staying in or visiting your home, must not use the property or let it be used for any immoral or illegal purpose. This includes selling, cultivating or storing drugs, keeping illegal or unlicensed firearms or weapons, prostitution or handling stolen goods.

7 This is a change to clause A2. It extends the clause by prohibiting use of the property for immoral purposes and gives examples.

8 You, or anyone staying in or visiting your home, must not keep any bottled gas or paraffin in your home or in communal areas. You, or anyone staying in or visiting your home, must not keep quantities of petrol or any other inflammable or dangerous material in your home or in shared areas, except those that are reasonably needed for normal domestic use.

8 This is a change to clause A11. It makes it clear that the clause refers to communal areas as well as your home. It also extends the clause to dangerous as well as inflammable material.

9 You, or anyone staying in or visiting your home, must put rubbish in the chutes or bins provided.

9 - 12 These new clauses say that you must get rid of rubbish appropriately and not leave litter or rubbish anywhere other than in the facilities provided. If you break any of these clauses, we could take legal action against you.

10 If you have been provided with recycling bins, you or anyone staying in or visiting your home must use them appropriately.

11 You, or anyone staying in or visiting your home must get rid of bulky items (too large to fit in bins) by putting them in the designated areas (if there are any) or by making arrangements for them to be collected.

12 You, or anyone staying in or visiting your home, must use any shared areas and facilities in a reasonable way. You, or anyone staying in or visiting your home must not leave litter or rubbish in any part of the communal areas or on any part of the estate, if your home is on an estate.

13 You, or anyone staying in or visiting your home, must not block drains, pipes or gutters in your home or in the building where your home is situated.

13 This new clause prohibits you from blocking drains, pipes or gutters.

14 You must comply with the reasonable requests of the Council's employees or agents relating to the use of your home and the Council's property, and must not hinder obstruct abuse, threaten or assault them in the performance of their duties.

14 This is a change to clause A14. It extends the requirement to agents as well as Council employees.

15 You must allow Council officers or agents to take a photograph of you and to keep your photograph on our records as part of the Council's Tenant Audit System, designed to prevent and detect fraud. The Council will not pass on this photograph to anyone, except under data-protection law. For more information, see the Tenants' Charter.

15 This new clause says that you must allow Council officers or agents to photograph you and to keep your photograph on the Council's records as part of its tenant audit system, designed to help prevent and detect unauthorised subletting and fraud.

16 You are responsible for every person staying in or visiting your home. If someone is causing this agreement to be broken, you must contact the Council and you must take reasonable steps to stop him or her. In some cases, reasonable steps may include asking that person to leave your home or getting a court order against him or her. If you do not do this, the Council can take legal action against you.

16 This is a change to the previous clause A8. It makes it clear that if someone staying in or visiting your home causes the tenancy agreement to be broken, you must contact the Council, and take reasonable steps to stop him or her.

Rent

17 Your rent and other charges, such as water charges, are shown on page 1 of your tenancy agreement. You must pay the rent and other charges in advance on or before each Monday, unless you have written permission from the Council to do otherwise.

17 This is a change to the previous clause A1. It explains that you must pay rent and other charges in advance, on or before each Monday unless you have written permission from the Council to pay at a different time (for example, by monthly direct debit).

18 Each joint tenant is responsible for all of the rent and any arrears.

18 This new clause explains that for joint tenants, each tenant is responsible for all of the rent and all of any arrears.

19 You could lose your home if you do not pay your rent and other charges. You must contact the Council if you have difficulty paying your rent. There are details of where to contact us in the Tenants' Charter.

19 This new clause explains that you could lose your home if you do not pay your rent and other charges. You must contact us if you are having difficulty paying your rent.

20 You must pay any arrears or other charges relating to a previous tenancy if they are described in this agreement.

20 This new clause explains that you must pay any arrears or other charges relating to a previous tenancy if they are described in this agreement.

21 If you have to pay former tenancy arrears or other charges under this agreement, they will not be treated as rent but you must allow the Council to recover those payments when you pay your rent.

21 This new clause explains that if, as part of your tenancy agreement, you have to make payments (such as payments for damage), they will not be treated as rent but you must allow the Council to recover those payments when you pay your rent.

Violence and abuse

22 You, or anyone staying in or visiting your home, must not assault, abuse or threaten any person in or visiting your home or the locality of your home.

22 This is a change to the previous clause A15. It explains that you, or anyone staying in or visiting your home, must not assault, abuse or threaten any person in your home or in the local area. This includes, for example, postal employees.

23 You or anyone staying in or visiting your home must not use or threaten domestic violence. This includes physical, sexual or psychological violence against or abuse of the tenant or any member of the tenant's household. Such behaviour may result in the Council taking action to evict you from your home. This action can be taken even in the absence of a conviction.

23 This is a change to the previous clause A16. It prohibits domestic violence and gives examples. It makes it clear that if you break this clause, the Council may take action against you to repossess your home.

24 You, or anyone staying in or visiting your home must not assault, threaten or abuse any Council staff, agents or persons sent by the Council.

24 This is a change to clause A14. It prohibits assault, abuse or threats against Council staff, agents or people sent by the Council.

Antisocial behaviour

25 If you or anyone staying with you or visiting you, breaks the terms of this agreement, the Council may decide to ask the court to evict you. We may take other action to deal with harassment, nuisance, annoyance and other types of anti-social behaviour. This may include applying to exclude you or your family members or visitors from your home or the locality. You can find details in the Tenants' Charter.

25 This is a new clause. It gives examples of some of the actions the Council may take to deal with harassment, nuisance, annoyance and other types of antisocial behaviour.

Nuisance

26 You are responsible for the behaviour of people staying in or visiting your home.

26 This is a new clause. It explains that you are responsible for the behaviour of people staying in or visiting your home.

27 You must not hold or allow a pay party to be held at your home. You must not advertise or allow a pay party to be advertised at your home.

27 This is a change to clause A2. It has been reworded it to make it clearer.

28 You, or anyone staying in or visiting your home, must not do anything which causes or is likely to cause a nuisance or annoyance to anyone staying in or visiting the locality of your home. The locality includes communal parts and parts of the estate if any and areas near your home.

28 This is a change to the previous clause A2. It makes it clear that you, or anyone staying in or visiting your home must not do anything which is likely to cause a nuisance or annoyance.

29 Examples of behaviour which is likely to cause nuisance and annoyance are:

- banging doors, shouting and playing loud music;
- allowing family members to behave in an unruly way;
- putting graffiti on Council property; and
- using the property for illegal or immoral purposes, including prostitution and using and supplying any illegal substance.

This is not a complete list. Please contact us if you are not sure about what behaviour causes nuisance and annoyance. Contact details are given in the Tenants' Charter.

29 This is a new clause. It gives examples of behaviour which is likely to cause nuisance and annoyance.

Harassment

30 You are responsible for the behaviour of people staying in or visiting your home.

30 This is a new clause. It explains that you are responsible for the behaviour of people staying in or visiting your home.

31 You, or anyone staying in or visiting your home must not harass any other person on the grounds of race, gender, sexual orientation, religious belief or disability or for any other reason. Harassment means interfering with the peace or comfort of any person.

31 This is a change to the previous clause A3. It adds "any other reason" to the list of grounds for harassment that are prohibited.

32 Examples of harassment include:

- threats or acts of violence to other people;
- aggressive gestures;
- verbal abuse, such as name-calling; and
- making false complaints.

This is not a complete list. Please contact the Council if you are not sure about what behaviour causes nuisance and annoyance. There are contact details in the Tenants' Charter.

32 This is a new clause. It gives examples of harassment.

Obtaining permission

33 You must get advance written permission from the Council in the following circumstances:

33a If you want to use your home for trade or business, or for any purpose other than a private home. This includes the garden and garage if any. We will refuse permission if the trade or business is likely to cause nuisance or annoyance to other people.

33a This is a change to sub-clause A4 (i). It has been reworded it to make it clearer.

33b Before making alterations or improvements to the property or outside areas. This includes:

- removing any fixtures or fittings belonging to the Council
- installing any permanent finishings, such as coverings that are glued or nailed to the walls or floor (examples include laminated or wood flooring, and ceramic wall and floor tiles);
- installing burglar-proofing equipment, such as steel doors, grill doors or window bars; and
- putting up any structure on the spaces outside your property, such as putting up sheds or fences or installing a satellite dish.

33b This is a change to A4 (ii). It makes it clear that you need prior written permission to carry out improvements as well as alterations to the property or outside areas. It gives examples of the types of alterations which you need permission from the Council to carry out.

33c If you want to keep a large item, such as a boat, in the garden.

33c This new clause says that you need permission from the Council in writing if you want to keep a large item, such as a boat, in the garden.

33d If you wish to exchange your tenancy.

33d This clause previously appeared as clause A4 (iii).

33e Before subletting any part of the property.

33e This is a change to clause A4. It has been reworded slightly to make it clearer.

34 The Council will not refuse permission unless there is a good reason. We may give permission subject to certain conditions. If you do not comply with the conditions the permission will be withdrawn

34 This is a change to the conclusion to clause A4. It has been reworded slightly to make it clearer.

35 You may also need planning and building regulation approval before you carry out improvements or alterations to your home. You will need to apply for this separately.

35 This is a new clause. It explains that as well as permission from the Council in writing, you may also need planning and building regulation approval for improvements or alterations, and that you will need to apply for this separately.

The condition of the property

36 You are responsible for day-to-day repairs, such as replacing bath plugs and light bulbs.

36 This is a new clause. It explains that you are responsible for day-to-day repairs and gives examples.

37 You are responsible for certain repairs inside your home, such as repairing internal doors, fixtures and fittings such as floor coverings (including tiling), kitchen cupboards, drawers, work surfaces, and curtain tracks and rails. This is not a complete list. See the Repairs Handbook for more information.

37 This is a new clause. It explains that you are responsible for certain repairs inside your home and gives examples.

38 You are responsible for repairing your own fittings, fixtures and equipment.

38 This is a new clause. It explains that you are responsible for repairing your own fittings, fixtures and equipment, such as your own furniture and cooker.

39 You must keep the property and the area outside your own front door clean and tidy.

39 This is a change to clause A7. It explains that you are responsible for keeping the inside of your home clean and tidy as well as the area outside your own front door.

40 You are responsible for decorating inside the property.

40 This is a change to clause A5. The reference to elderly and disabled people has been moved to clause 49.

41 If you do not carry out the repairs you are responsible for after the Council has asked you to, the Council may do the repairs and charge you.

41 This new clause explains that if you do not carry out repairs you are responsible for, the Council may do the repairs and charge you.

42 You, or any person staying in or visiting your home, must not cause any damage to the property or any communal areas. This includes damage caused by neglect. It does not include damage caused by fair wear and tear.

42 - 45 These clauses are a change to clause A9. They explain that you must not cause damage to Council property. The Council will charge you for damage that you cause. The Council may charge you for any damage caused by you failing, without good reason, to report faults or damage.

43 You, or any person staying in or visiting your home, must not cause any damage to the fittings, fixtures, furniture and equipment which belong to the Council. This includes damage caused by neglect. It does not include damage caused by fair wear and tear.

44 If you, or anyone staying in or visiting your home, have caused damage to the property deliberately or by neglect, you must allow the Council to carry out work to put matters right and you must pay for it.

45 You must report to us any faults or damage to the property as soon as is reasonably possible. We may charge you for any damage caused by you failing, without good reason, to report faults or damage.

46 You or any person staying in or visiting your home must not make any alterations or improvements to the property without written permission from the Council.

46 This is a change to the previous clause A4 (ii). It explains that you, or any person staying in or visiting your home, must get our permission in writing for improvements as well as alterations.

47 If you carry out alterations or improvements to the property or outside areas without written permission, the Council may carry out work to put it right and charge you for it.

47 This new clause explains that if you carry out alterations or improvements to the property or outside areas without written permission, the Council may carry out work to put it right (this may include removing your changes) and charge you for it.

48 You, or any person staying in or visiting your home, must not tamper with the gas or electricity supplies, or with the meters.

48 This new clause explains that you, or any person staying in or visiting your home, must not tamper with the gas or electricity supplies, or with the meters.

49 If you are over 60 or have a disability, you are entitled to certain additional repairs. We also aim to redecorate up to 3 three rooms in your home every six years. See the Repairs Handbook for more information.

49 This is a change to clause A5. It explains that if you are elderly or disabled, you may be entitled to free help with repairs as well as decorating.

Access

50 You must allow council workers, or people we have sent to your home, reasonable access to your home to inspect or carry out occupancy checks, repairs, maintenance, improvements or other work.

50 This is a change to clause A13. It explains that you have to give us reasonable access to carry out occupancy checks and other work (such as pest-control work), as well as inspections, repairs, maintenance and improvements.

51 You must allow council workers, or people we have sent, reasonable access to your home to facilitate inspection or work to any property next to or near your home.

51 This new clause explains that you must allow us reasonable access to your home to inspect or carry out work to a property next to or near your home.

52 The Council will give you reasonable notice that it requires access into your home. Normally, this will not be less than 24 hours' written notice unless we need access in response to a request from you in which case it may be less. In an emergency, we may not be able to give you notice.

Clauses 52 and 53 are a change to clause B (L).

Clause 52 explains that the Council will normally give you at least 24 hours' notice that we need to get into your home, unless we need access in response to a request from you. In an emergency, we may not be able to give you notice.

53 If you have had at least 24 hours' written notice that the Council requires access but you have failed to let us in, we may force entry. The Council will normally ask the court for an order before forcing entry. The Council will only force entry without a court order and /or without giving you notice in an emergency. For example, if believes there is a risk of injury or damage to the property or areas around the property or imminent danger. You must pay the reasonable costs of forced entry including the reasonable costs of court proceedings if they are necessary.

Clauses 52 and 53 are a change to clause B (L).

Clause 53 explains that the Council may force entry:

- if you have had written notice but have still failed to give access. You will have to pay our reasonable costs of forced entry, including the costs of court proceedings.
- if we believe there is a risk of injury, damage to the property or area or immediate danger.

Unless there is immediate danger (for example, a smell of gas), the Council will ask the court for an order before forcing entry.

54 You, or anyone staying in or visiting your home, must comply with any reasonable request made by a council worker or someone sent by the Council relating to the property. For example, you may be required to move furniture or floor coverings.

Clauses 54 and 55 are a change to clause A14. Clause 54 explains that as well as you, anyone staying in or visiting your home must meet any reasonable request made by council workers or people we have sent to inspect or carry out work. It gives examples.

55 You, or anyone staying in or visiting your home must not make it difficult for a council worker or someone we have sent to inspect your property or do work at your property, and you must not threaten, assault or abuse him or her.

Clauses 54 and 55 are a change to clause A14. Clause 55 explains that as well as you, anyone staying in or visiting your home must not make it difficult for a council worker or agent to inspect your property or do work at your property, and must not threaten, assault or abuse them.

Gardens and outside spaces

56 If a garden or other outside space is included in the property under this agreement, you are responsible for maintaining it. You must keep the grass short and weed any beds. You must keep any outside space free from rubbish, clean and tidy.

56 This is a change to clause A6. It explains that as well as any garden, you must keep any outside space included in the property under your tenancy agreement free from rubbish, clean and tidy. It explains that if you have a garden, you must keep the grass short and weed any beds.

57 You must not put up any building, fence, wall or shed, or build any concrete path or hardstanding in the garden or on any outside space without written permission from the Council.

57 This new clause says that you must get permission from the Council in writing before you put up any building, fence, wall or shed, or make any concrete path or hardstanding in the garden or on any outside space.

58 You, and any person staying in or visiting your home must not drop litter in or damage any communal gardens or other spaces. You must not damage any communal lawns or plants.

58 This new clause prohibits you and any person staying in or visiting your home from dropping litter in or damaging any shared gardens or other spaces. It explains that you must not damage any shared lawns or plants.

Communal areas

59 You, or any person staying in or visiting your home, must not cause any damage to any communal areas.

59 This is a change to clause A9. It has been reworded to make it clearer.

60 You, or any person staying in or visiting your home, must not do anything which might cause nuisance or annoyance in the communal areas. This includes leaving litter or making the communal areas dirty or untidy.

60 This is a change to clause A2. It gives examples of behaviour which might cause nuisance or annoyance in the communal areas.

61 You, or any person staying in or visiting your home, must follow any rules and regulations imposed by the Council or its agents to manage the communal areas or the estate (if your home is on an estate).

61 This new clause explains that you or any person staying in or visiting your home must keep to our rules about the communal areas of the estate, for example by not playing ball games in areas where they are not allowed.

Parking and garages

62 You, or anyone staying in or visiting your home, must only park any car, caravan or any other vehicle:

- in a garage;
- in a space made by the Council for you to park; or
- on a hardstanding which you have permission to park on.

62 This is a change to clause A10. It explains that you, or anyone staying in or visiting your home, may only park a vehicle in the areas listed. It adds 'space made by the Council for you to park' to the list.

63 You, or anyone staying in or visiting your home, must not park any vehicle in a position where it could block emergency access or exit points or access to other parking spaces or garages, or which could cause inconvenience.

63 This is a change to clause A10. It has been reworded slightly to make it clearer.

64 You must get written permission from the Council before you, or anyone staying in or visiting your home, parks any heavy trade or commercial vehicle or any caravan or motor home on the property or on any outside space, hardstanding or communal space.

64 This is a new clause which explains that you must get permission from the Council in writing before you or anyone staying in or visiting your home parks a heavy trade or commercial vehicle, caravan or motor home on the property or on any outside space, hardstanding or communal space.

65 You must not park any untaxed vehicle on Council land. This applies even if you have a Statutory Off Road Notification (SORN) for the vehicle.

65 This new clause explains that you must not park an untaxed vehicle on Council land, even if you have a Statutory off Road Notification for it.

66 You must not park an unroadworthy or illegal vehicle (such as a stolen vehicle) on the land or roads around your home. For more information see the Tenants' Charter.

66 This is a new clause which explains that you must not park an illegal or unroadworthy vehicle on the land or roads around your home.

67 You must remove any unroadworthy vehicle belonging to you, or anyone staying in or visiting your home, from shared access roads or other shared areas or the estate (if you live on an estate) Abandoned vehicles will be removed.

67 This is a change to clause A10. The Council will no longer give you four weeks' notice to remove any unroadworthy vehicle.

68 If you have an Estate Car Parking Scheme on your estate, you must follow its rules. For more information, see the Tenants' Charter.

68 This new clause says that you must follow the rules of any Estate Car Parking Scheme on your estate.

69 You, or anyone staying in or visiting your home, must not carry out major repairs to vehicles on the land around your home or on the road without written permission from the Council.

69 This new clause prohibits you or anyone staying in or visiting your home, from carrying out major repairs to vehicles on the land around your home or on the road, unless you have permission from the Council in writing.

Pets

70 If you, or anyone staying in or visiting your home, have a pet, you or anyone staying in or visiting your home must keep it under control and not allow it to cause nuisance or annoyance to anyone in the locality of your home, or damage the property or communal areas. For example, you must not let your pet foul the communal areas, roads or other areas around your home.

70 This is a change to clause A12. It explains that as well as you, anyone staying in or visiting your home who has a pet must keep it under control. It explains that pets must not be allowed to cause nuisance, annoyance or damage, and an example is given.

71 If the pet is a dog, you or anyone staying in or visiting your home must:

- (a) comply with the requirements of the Dangerous Dogs Act 1991;
- (b) keep the dog on a lead in the communal areas and while on any part of the estate (if your home is on an estate) including the roads; and
- (c) not allow the dog to enter any areas of a council housing estate which are fenced play-areas or are marked as dog-free areas.

71 a This sub-clause previously appeared in clause A12.

71 b This is a change to clause A12. It has been reworded slightly to make it clearer.

71 c This is a change to clause A12. It explains that as well as fenced play areas, you must not allow a dog to enter any areas of a council housing estate which are marked as dog-free areas.

72 If your flat or maisonette does not have its own garden for you to use (this does not include shared gardens), you must not keep more than one dog or cat (not both). You may keep an extra dog or cat which you owned at 1 April 1996 if you were a council tenant at that time.

72 This is a change to clause A12. It has been reworded slightly to make it clearer.

Tenants' rights

73 You have the right to live in your home. The Council will not interfere with your peaceful enjoyment of your home unless you break this agreement or unless the Council gets an order from the court.

73 This new clause explains that you have the right to live in your home. The Council will not interfere with your peaceful enjoyment of your home unless you break this agreement or we get an order from the court (see clause 103 below).

74 You, and anyone staying in or visiting your home, may have to put up with some disturbance in your home or in communal areas if the Council or someone we have sent has to carry out work to your home while you are still living there. We will only cause reasonable disturbance. You, and anyone staying with you, may have to leave your home if we need to do major work which we cannot reasonably do while you are in the property. See the Tenants' Charter for more information.

74 This new clause explains that you may have to put up with reasonable disturbance if works need to be done your home or the communal areas. If we need to do major work which cannot reasonably be done while you are living in the property, you and anyone staying with you may have to leave your home. See the Tenants' Charter for more information on this.

75 If the Council is responsible for repairs, you have the right to have the repairs done within a reasonable period of time. You might be able to get compensation if we do not do some repairs on time. See the Repairs Handbook for details.

75 This new clause explains that if the Council is responsible for repairs, you have the right to have the repairs done within a reasonable period of time, and you may be able to get compensation if some repairs are not done on time.

76 You have the right to carry out certain home improvements of your own if you have written permission from the Council before starting work. See the Tenants' Charter for more information.

76 This new clause explains that you have the right to carry out certain home improvements of your own if you have permission in writing before you start work.

77 You have the right to take in lodgers. A lodger is a person who lives with you as part of your household and shares the same facilities. See the Tenants' Charter for more information.

77 This new clause explains that you have the right to take in lodgers and explains what a lodger is.

78 You have the right to sub-let part (but not all) of your home if you have written permission from the Council in advance.

78 This new clause explains that you have the right to sublet part (but not all) of your home if you have written permission from the Council beforehand.

79 You have the right to apply to exchange with another Council tenant or a tenant of certain other landlords (such as some housing associations). You need written permission from the Council before you exchange. We will only allow the exchange if you meet certain conditions. See the Tenants' Charter for details.

79 This new clause explains that you have the right to apply for an exchange. This may be with a Council tenant or a tenant of certain other landlords (such as some housing associations). You need our permission in writing before you exchange. We will only allow the exchange if you meet certain conditions. (See the Tenants' Charter).

80 You have the right to use the complaints procedures of the Council and/or its agents if you have any complaint which falls within those procedures. See the Tenants' Charter for details.

80 This new clause explains that you have the right to use the complaints procedures of the Council or its agents, such as Homes for Haringey, if you have any complaint which falls within the procedure. See the Tenants' Charter for details.

81 You have the right to transfer your tenancy to someone else, but only if the conditions set out in the Tenants' Charter apply.

81 This new clause explains that you have the right to transfer your tenancy to someone else if the conditions set out in the Tenants' Charter apply.

82 You have the right to be consulted about any proposed changes to this agreement, other than changes to rent or other charges.

82 This new clause explains that you have the right to be consulted about any proposed changes to your tenancy agreement, other than changes to rent or other charges. (See clause 99 below regarding the notice that we will give you of changes to your rent and service charges).

83 You have the right to receive a copy of the Tenants' Charter and Repairs Handbook.

83 This new clause explains that you have the right to receive a copy of the Tenants' Charter and Repairs Handbook.

Ending your tenancy

84 If you want to end your tenancy you must give the Council four weeks' notice in writing. The notice that you give must end on a Monday.

84 This is a change to clause A17. You must give four weeks' notice in writing to the Council if you want to end your tenancy. The new clause explains that this must end on a Monday.

85 You must leave the Council's fixtures and fittings in the same state as they were at the beginning of the tenancy except for:

a fair wear and tear;

b any alterations or improvements made by the Council; and

c any alterations or improvements you have made, if you had written permission from the Council to make them.

85 This is a change to clause A17. The Council must have authorised any improvements that you made during your tenancy.

86 If, when you leave, the property is damaged, you have carried out unauthorised alterations or improvements, or the Council's fixtures and fittings are missing or damaged, you must pay the Council's reasonable costs of repair or replacement costs.

86 This new clause explains that if the property is damaged when you leave, or you have carried out unauthorised alterations, or our fixtures and fittings are missing or damaged, you must pay the Council's reasonable repair or replacement costs.

87 Before you leave you must clear out all your furniture and belongings, and leave the property clean and tidy. You must not allow anyone to stay in the property at the end of your tenancy. If you leave any belongings in the property, we will treat them as being abandoned and dispose of them as we see fit.

87 This is a change to clause A17. It now includes an explanation that you must not allow anyone to stay in the property at the end of your tenancy.

88 You must give all keys to the Council including those for any store shed, controlled-entry system or garage. If you do not give up the keys you must pay the Council's reasonable charges of changing the locks and getting new keys.

88 This is a change to clause A17. It now includes an explanation that if you do not give the Council all the keys when you leave, you must pay our reasonable charges of changing the locks and getting new keys.

89 If you do not leave your property clean you must pay the Council's reasonable costs of cleaning it.

89 This new clause explains that if you do not leave your property clean, you must pay the Council's reasonable costs of cleaning.

90 When you leave, you must give the Council a forwarding address. This information will be kept in line with data-protection law. For more information about this, see the Tenants' Charter.

90 This new clause says that you must give us a forwarding address when you leave. It will be kept in line with data-protection law.

RESPONSIBILITIES OF THE COUNCIL

Repairs and improvements

91 The Council must keep the structure and outside of the property (including drains, gutters and outside pipes) in repair.

91 This is a change to Clause B (a). It is a legal requirement that the Council keeps the property in repair, therefore the word 'good' has been removed. However this will not affect the standard of the Council's repairs.

92 The Council must keep in repair and proper working order its installations for space heating, water heating, drainage and sanitation and for the supply of water, gas and electricity.

92 This is a change to Clause B (b). It is a legal requirement that the Council keeps these installations in repair, therefore the word 'good' has been removed. However this will not affect the standard of the Council's repairs.

93 The Council is responsible for decorating the outside of the property and communal areas inside the property every five years.

93 This clause previously appeared as clause B (f). It has been reworded to make it clearer.

94 The Council must take reasonable care to keep common entrances, halls, stairways, lifts, passageways, rubbish chutes, lighting and other common areas in reasonable repair. The Council must take reasonable steps to keep those areas reasonably clean.

94 This is a change to the previous clause B (c). It adds the explanation that the Council must take reasonable steps to keep communal areas reasonably clean.

95 The Council is not responsible for:

a repairing fixtures and fittings that do not belong to the Council or for repairing your own appliances that use the water, gas or electricity supplies; or

b work which is caused by you, or anyone staying in or visiting your home, failing to act responsibly in your home.

95 This new clause explains that the Council is not responsible for:

a repairing fixtures and fittings that do not belong to the Council or for repairing your appliances such as washing machines or cookers; or

b work which is caused by you, or anyone staying in or visiting your home, failing to act responsibly in your home.

Consultation and information

96 The Council must ask your views about its housing plans if they substantially affect you, for example, modernisation or improvement work planned for your home or your area.

96 This new clause explains that the Council must ask your views about its housing plans that will substantially affect you. Examples are given.

97 The Council must consult you about any planned changes to the tenancy agreement, except for any changes to the rent or service charge.

Clauses 97, 98 and 99 are variations (changes) to B (j) and B (k). Clause 97 makes clear the issues on which you are entitled to be consulted. (See clause 99 below regarding notice of any changes to your rent and service charges).

98 The Council must give you four weeks' notice in writing of any changes to this tenancy agreement.

Clauses 97, 98 and 99 are changes to B (j) and B (k). Clause 98 explains the amount of notice the Council must give you of changes to your tenancy agreement.

99 The Council must give you four weeks' notice in writing of any changes to your rent. We must give you one week's notice of any changes to service charges.

Clauses 97, 98 and 99 are changes to B (j) and B (k). Clause 99 explains the amount of notice the Council must give you of changes to your rent and service charge. We have removed the reference to the district-heating charge as it no longer applies.

Notices

100 If you need to contact the Council you should consult your Tenants' Charter for details.

100 This new clause explains that you should consult your Tenants' Charter for details of how to contact the Council.

101 If you need to send a notice or any court documents to the Council, you may send it to: The Head of Housing, London Borough of Haringey, Apex House, 820 Seven Sisters Road, London. N15 5PQ. The Council is required to give you this address under section 48 of the Landlord and Tenant Act 1987.

101 This is a change to the penultimate (second to last) paragraph in section B. It updates the address to which you may send a notice or any court documents. The Council is required to give you this address under section 48 of the Landlord and Tenant Act 1987.

102 The Council may send you any formal notice under this tenancy or under any law by delivering it to the property or by sending it to you by first-class post, addressed to you at the property.

102 This is a change to the final paragraph in section B. It has been reworded to make it clearer. The Council may send you any formal notice by delivering or posting it to your home.

Ending this agreement

103 This agreement will come to an end if the court makes an order for you to give up your home. The Council may ask the court for an order to evict you if there are legal grounds for an eviction.

For example, the Council may ask the court for an order to evict you if:

- a you do not pay your rent, or persistently pay it late, or you break any part of this agreement;
- b you, or anyone staying in or visiting your home, do anything which causes or is likely to cause a nuisance or annoyance to anyone staying in or visiting the locality of your home;
- c you, or anyone staying in or visiting your home, use it for illegal or immoral purposes; or
- d you, or anyone staying in or visiting your home, are convicted of an arrestable offence in the locality.

This is not a complete list, and there may be other reasons for making an order for possession.

103 This new clause explains that your tenancy agreement will come to an end if the court makes an order for you to give up your home. It gives examples of situations where the Council may ask the court for an order to evict you.

104 If you are no longer a secure tenant, for example because the property is no longer your only or main home, or because you have sublet the whole of the property, the Council may end this agreement by giving you four weeks' notice in writing.

104 This is a change to clause B (m). It gives examples of how you could lose your security of tenure.

Appendix – The current tenancy agreement

TENANCY AGREEMENT – SECURE TENANCIES

This is a Tenancy Agreement between the Tenant(s) and the London Borough of Haringey (“the Council”) concerning the letting of the property (the address is overleaf). Both parties to this Agreement have certain rights and obligations which are set out below. If you are a joint tenant, the term “tenant” refers to both tenants or all of them.

A. WHAT YOU MUST DO AS A SECURE TENANT

A1. Rent

Your rent and other charges are shown in your rent detail notification.

You must pay the rent and other charges regularly and promptly.

A2. Nuisance

The tenant or anyone who is living in the dwelling or their guests shall not cause nuisance or annoyance to neighbours in the dwelling or in any part of the communal parts or in the vicinity of the premises or use the dwelling or allow it to be used for illegal purposes. The tenant must not hold or permit to be held any pay party at the dwelling nor advertise or permit to be advertised any such pay party.

A3. Harassment

The tenant or any person on the premises whether permanently or temporarily must not at any time or in any place commit any acts which cause a nuisance, annoyance or disturbance which amount to harassment on the grounds of race, sex, sexual orientation, religious belief or disability of other local residents.

Harassment is interference with the peace or comfort of any person.

A4. Obtaining Permission

You must get written permission from the Council:

- I. If you want to use your home for trade or business or for any purpose other than a private dwelling. (This includes the garden and garage, if any. Consent will be refused if the trade or business is likely to cause nuisance or annoyance to others).
- II. Before making alterations.
- III. If you wish to exchange your tenancy.
- IV. Before sub-letting any part of the property
- V. The Council will not unreasonably withhold consent but may set conditions for (i) and (ii). If you do not comply with the conditions, the Council may withdraw its consent.

You may not sub-let or part with possession of the whole of your Council property.

A5. Maintaining the decorations

You are responsible for decorating the inside of your home as necessary unless you are elderly or have a disability.

A6. Maintaining the Garden

If you have a garden, you must maintain all garden space free from rubbish and in a tidy condition.

A7. Cleaning

You are responsible for cleaning the area outside your own front door. In blocks of flats or maisonettes, you are responsible for cleaning communal landings and passages adjacent to your flat or maisonette, unless this is the responsibility of a person employed by the Council.

A8. Other Members of Your Household. Sub-Tenants and Guests

In the following clauses 8-14, where these rules set out things you must do or must not do as a tenant, they also apply to other members of your household and to sub-tenants and your guests. If any sub-

tenant or guest is doing something against these rules, you must take steps to remove them from your home. If you do not do this, the Council can take action against you where a sub-tenant or guest has done something against the Conditions of Tenancy.

A9. Damage to the property

You must not cause damage to your property, the Council's fixtures and fittings, any furniture provided by the Council or any common parts.

You must also make sure that the Council's property does not deteriorate through neglect by you. You should notify the Council as soon as possible of any defect in the property.

You will be responsible for any repairs that are needed because of deliberate damage to your property (fair wear and tear is not deliberate damage).

A10. Parking and Garages

You must not park any private, heavy trade or commercial motor vehicle or caravan unless a garage or hard-standing is provided.

You must not park any vehicle in a position where it could obstruct emergency access or exit points or access to other parking spaces or garages, or which could cause inconvenience.

You must remove any unroadworthy vehicle belonging in your possession from shared access roads or other communal areas a Council estate within four weeks of a written request to do so from the Council. (Abandoned vehicles may be removed by the police, if on the public highway or on open land, or by the Council if they are on Council land).

A11. Inflammable Materials

You must not store quantities of inflammable materials or gas on the premises, other than may be reasonably required for domestic use.

A12. Pets

You must ensure that any domestic pet is kept under control.

If your flat or maisonette does not have its own garden for your exclusive use (this does not include communal gardens), you must not keep more than one dog or cat (but not one of each). You may keep an additional dog or cat which you owned at 1st April 1996, if you were a Council Tenant at that time. You must comply with the requirements of the Dangerous Dogs Act 1991.

Dogs must be kept on a lead whilst on estate roads or in any other part of the communal parts of any housing estate.

Dogs must not be allowed to foul pavements or verges of estate roads or any part of the communal parts of any Council housing estate.

Dogs must not be allowed to enter any fenced play-areas of any Council housing estate.

A13. Giving Access

You must allow reasonable access to officers or agents of the Council to enter the premises to inspect the state of repair or to carry out repairs, maintenance or improvements to the premises or to adjoining premises.

A14. Council Employees.

You must comply with the reasonable request of the Council's employees relating to the use of the premises and the Council's property, and must not hinder, obstruct, abuse, threaten or assault them in the performance of the duties.

A15. Abuse and Violence.

The Tenant or anyone who is living in the dwelling of their guest must not abuse, threaten or assault any neighbour, local resident or their guests, in the dwelling or in the vicinity of the dwelling.

A16. Violence in the Home.

The Tenant or anyone who is living in the dwelling must not commit, cause or threaten violence against a member of the tenant's household which would justify that person leaving the dwelling.

A17. Ending a Tenancy

You must give four weeks' notice in writing to the Council if you want to leave.

You must leave the Council's fixtures and fittings in the same state as they were at the beginning of the tenancy except for:

- (a) Fair wear and tear.
- (b) Any improvements made by the Council.
- (c) Any improvements made by you if you.

Before you leave you must clear out all your furniture and possessions and leave the property clean and tidy. Any belongings left in the property will be treated as abandoned and the Council may dispose of them as it thinks fit. You must give all keys to your local housing office, including those for any storeroom, controlled entry system or garage.

B. RESPONSIBILITIES OF THE COUNCIL

The Council is responsible for:

- B (a) Keeping the structure and exterior of the property in good repair, including gutters, drains and external pipes.
- B (b) Keeping in good repair and proper working order the Council's installations for space heating, water heating, draining and sanitation, and for the supply of water, gas and electricity.
- B (c) In the case of flats, taking reasonable care to keep common entrances, halls, stairways, lifts, passageways, rubbish chutes, lighting and other common parts in reasonable repair.
- B (d) Carrying out those repairs which are the Council's responsibility within the current time limits.
- B (e) Making reasonable arrangements to keep tidy all external communal spaces and communal hedges on its housing estates.
- B (f) Decorating the exterior and communal parts of the interior every five years.

These obligations are subject to the Council's right to make good and charge the tenant for wilful damage or neglect caused to the premises and communal amenities where provided.

The Council shall:

- B (g) Enquire into the reasons for failure to pay the rent and other charges due, and shall take all reasonable steps to provide financial counselling before going to Court to recover money owed.
- B (h) Provide information on Council policy on transfers and rehousing.
- B (i) Ensure that tenants receive the current edition of the Tenants' Charter.
- B (j) Give tenants 4 weeks' prior notice before increasing the net rent; 1 weeks' prior notice before increasing the district heating charge.
- B (k) Consult tenants on any proposed alteration in tenancy conditions and give 4 weeks' notice of any alteration.
- B (L) Give 24 hours' notice in writing of any visit to the premises to inspect, if a repair or inspection is being carried out other than in response to a request from the tenant. As an exception to this, an employee or agent of the Council may enter without notice if there is an emergency which might result in personal injury or damage to the tenant's home or to neighbouring properties.
- B (m) Give tenants 4 weeks' prior notice to quit in writing if the tenancy ceases to be secure tenancy and the Council wishes to terminate the tenancy.

In accordance with Section 48 Landlord and Tenant Act 1987, notice is hereby given that the address at which notices (including notices in proceedings) may be served by you as tenant on your landlord is: The Director of Housing, Apex House, 820 Seven Sisters Road, London N15 5PQ.

Any notice required and authorised by or under this tenancy or under any enactment to be given to or served on the tenant by the Council may be so given or served by delivering it to the tenant, or by leaving it addressed to the tenant at the property, or by sending it by first class post addressed to the tenant at the property.

Housing Services

Apex House, 820 Seven Sisters Road, London N15 5PQ
Tel 020 8489 4462
www.haringey.gov.uk

26 April 2006

Dear Sir/Madam,

Notice of intention to change your tenancy agreement

Following a recent review, a number of changes to your tenancy agreement have been proposed. We would like to hear your views, which will be summarised and reported to the Council's Executive. The Executive will take your views into account in its decision on which changes to implement.

After the Executive make their decision, we will write to inform you of the changes and to give you 28 days' notice before the changes take effect.

This document gives a full list of the proposed changes which include:

- An increase in the amount of information in your tenancy agreement, in line with guidance from central government
- A section strengthening the clauses regarding access to your home, for example, in order to carry out works (clauses 50-55)
- New clauses on rubbish disposal (clauses 9-12)
- A new section on tenants' rights (clauses 73-83)

The following pages are set out as follows:

- The main document is titled "Proposed tenancy agreement with changes explained". It lists each clause of the proposed new agreement. The changes are explained in bold text directly beneath each new clause.
- The Appendix shows the current tenancy agreement

If you have any comments on the proposed changes please send them to the address below. No stamp is needed. You must send your comments to reach us by **29th May 2006** to:

Freepost RLSH-LUYZ-AYUY
Tenancy Changes
London Borough of Haringey
13-27 Station Road
Wood Green
London N22 6UW

Yours sincerely,



Julian Higson
Head of Housing

Translation and interpreting services

This document explains proposed changes to your tenancy agreement and asks for your views. If you want this information in another language, please tick the box and fill in the form. Tear off the page and send it to the Freepost address below.

 Albanian

Ky dokument sqaron ndryshimet e propozuara në marrëveshjen tuaj të qirasë dhe ju kërkon pikëpamjet tuaja. Nëse e doni një kopje falas në gjuhën tuaj, ju lutem shënjoni ✓ kutinë, plotësoni formularin dhe dërgojeni tek adresa e mëposhtme me Postim Falas.

 Arabic

توضح هذه الوثيقة التغييرات المقترحة على عقد الأيجار وتستطلع رأيك. إذا كنت ترغب في الحصول على نسخة مجانية بلغتك الأصلية، الرجاء وضع علامة على المربع وأملء الاستمارة وأرسلها الى العنوان أدناه الذي لا يتطلب طابعاً بريدياً.

 Bengali

এই দলিলে আপনার টেন্যান্সী এগ্রিমেন্ট বা ভাড়াটিয়াস্বত্বে কিছু প্রস্তাবিত পরিবর্তনের ব্যাখ্যা দেওয়া হয়েছে। আপনি যদি এটার বিনা মূল্যের কপি আপনার নিজের ভাষায় পেতে চান, তাহলে বাক্সে টিক চিহ্ন দিন, ফর্ম পূরণ করুন এবং সেটা নিচের ফ্রীপোস্ট বা বিনা ডাকখরচের ঠিকানায় পাঠিয়ে দিন।

 French

Ce document explique les projets de modification de votre contrat de location et vous demande votre avis. Pour en obtenir un exemplaire gratuit dans votre langue, veuillez cocher la case, remplir le coupon et le renvoyer à l'adresse ci-dessous (inutile de timbrer l'enveloppe).

 Greek

Το έγγραφο αυτό εξηγεί τις προτεινόμενες αλλαγές στο ενοικιαστήριό σας και ζητά τις απόψεις σας. Αν θέλετε ένα δωρεάν αντίτυπο στη δική σας γλώσσα, παρακαλούμε σημειώστε το τετράγωνο, συμπληρώστε το έντυπο και στείλτε το στην πιο κάτω διεύθυνση χωρίς ταχυδρομικά.

 Kurdish

Ev dokument guhertinên pêşniyarkirî bo peymana we ya kirê îzeh dike. Heke hun kopîyeke bêpere bi zimanê xwe dixwazin, ji kerema xwe qutikê îşaret bikin, formê tije bikin û ji navnîşana posta bêpere ya jêrîn re bişînin.

 Portuguese

Esse documento explica mudanças propostas para seu acordo de inquilinato e pede suas opiniões. Se você gostaria de uma cópia gratuita em sua própria língua, por favor marque o quadradinho, preencha o formulário e envie-o para o endereço postal gratuito (Freepost) abaixo.

 Romanian

Acest document vă explică schimbările propuse contractului dvs de închiriere și vă cere părerea dvs. Dacă doriți o copie gratuită în limba dvs, vă rugăm bifați caseta, completați formularul și trimiteți-l la adresa de mai jos fără timbru poștal.

 Somali

Warqaddani waxay sharxaysaa isbeddellada la soo jeediyay in lagu sameeyo heshiiskaaga degganaanshaha waxaanay ku waydiinaysaa ra'yigaaga. Haddii aad rabto koobbi lacag la'aan ah oo ku qoran luqaddaada, fadlan calaamadi sanduuqa, buuxi foomka oo ku soo dir sanduuqa lacagtiise hore loo sii bixiyay ee hoose.

 Turkish

Bu belge, kira sözleşmenizde yapılması önerilen değişiklikleri açıklamakta ve bu konuda sizin görüşlerinizi sormaktadır. Kendi dilinizde ücretsiz bir kopyasını istiyorsanız lütfen kutuyu işaretleyin ve formu doldurarak aşağıdaki ücretsiz posta adresine gönderiniz.

Please tell us if you would like a copy of this letter in another language that is not listed above or in any of the following formats, and send the form to the Freepost address below.

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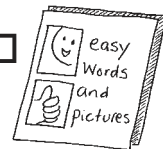
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EXECUTIVE**On 25 July 2006**

Report Title: Homes for Haringey bid for decent homes funding

Report of: Anne Bristow, Director of Social Services

Wards(s) affected: **All**

Report for: Decision

1. Purpose

1.1 For the Council to consider negotiating an extension to the deadline for the delivery of decent homes with DCLG.

2. Introduction by Executive Member

- 2.1. The report recommends seeking an extension to the deadline for completing the DHS works.
- 2.2. This is a difficult decision, since the delay could be construed as going back on the promise to deliver 100% DHS by the end of 2010. However I believe that it would be possible to work out the detailed planning of the works to ensure that we still deliver our promise on the DHS, ie allowing only residual and non-DHS works to remain in the final year.
- 2.3. There may also be some complications about the framework contracts we are working on (which I understand could be overcome, subject to confirmation from the Council's Head of Procurement).
- 2.4. However the most compelling reason for accepting the recommendation is that discussions with Civil Servants have convinced our officers that our bid would stand a better chance to secure a larger amount of resources if we accept spreading the costs over an extra financial year.
- 2.5. On this basis (and subject to the confirmation of the comments of the Head of Procurement) I concur with the recommendations.

3. Recommendations

- 3.1 That the council gives Homes for Haringey authority to negotiate the decent homes deadline with DCLG.
- 3.2 That the final bid document is agreed by the Director of Social Services, the Lead

Member for Housing and the Chair of the Homes for Haringey Board.

Report Authorised by: Anne Bristow, Director of Social Services

Contact Officer: **Bob Watts, Executive Director of Building Services, Homes for Haringey, 6th Floor River Park House, Wood Green, Tel 0208 489 1762**

4. Executive Summary

4.1 The announcement of the bids for Round 6 arms length management organisations on 7th June 2006 included reference to the possibility of extending the deadline for delivery of decent homes. This report considers the options for an extension for Haringey. The bid must be submitted by 31st July 2006 so a decision is required to allow Homes for Haringey sufficient time to negotiate with DCLG.

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

5.1 The report seeks a decision in pursuance of the Council's decision on 20th December 2005 to bid for funding to achieve the decent homes target of 2010.

6. Local Government (Access to Information) Act 1985

Background Documents Used

- Supplement to the Guidance on Arms Length Management – June 2006 – published by Department for Communities and Local Government.
- Haringey Housing Stock Survey 2003
- Press Release – 7th June 2006 - Department for Communities and Local Government.
- Draft bid document – December 2005.

7. Background

7.1 The Council has already agreed a draft bid in the sum of £228m and this was submitted to the (then) Office of the Deputy Prime Minister in December 2005, together with the Section 27 application to establish Homes for Haringey. The draft bid is structured to ensure delivery of the decent homes standard by 31st December 2010, which is in accordance with the Government's target.

8. Description

8.1 On 7th June 2006, the Government announced the arrangements for Round 6 bids. The announcement made reference to the possibility of relaxing the constraint of 2010 in a limited number of cases “for those local authorities engaged in or wishing to pursue major transformations of their estates or where it is clear that we could secure better communities, and so better long term value for money by taking a little longer”

In addition the Supplement to the Guidance on Arms Length Management issued on 9th June 2006 states that “the proposed works programme may be of whatever length the local authority considers appropriate. The profile of the programme should take account of the capacity of the local building industry and of contractors to meet the requirements of all housing providers in the area and surrounding region, and should as far as possible avoid the risk of inflating contract prices by excess competition for scarce capacity”.

8.2 The potential benefits of applying for an extension to the 2010 deadline for Haringey can be summarised as follows:

- Better value for money may be secured – constructors may prefer to have the flexibility of delivery over a longer period. In a very busy market, they will have longer to secure favourable supply chain arrangements and their potential workload will be increased thereby improving their security as a business. This could result in generating better tendered rates. In addition, quality could be improved by carrying out the work over a longer period as there will be more time to ensure that the required standards are met.
- Allowing more time will improve the prospects of delivery on some of the benefits from the programme, other than completing the work itself, such as employment, training and community involvement
- More resources could be secured. This will be subject to negotiations with DCLG. For example, using the base 2003 stock survey figures and advice from our consultants (Housing Quality Network Services), an additional £27m could be bid for if the programme was extended by 2 years to 2012. In addition, this would boost the resources for environmental improvements which are based on 5% of the decent homes bid amount e.g. an additional £1.35m using the £27m above. Further detail on the additional costs arising in 2011/12, 2012/13, 2013/14 are set out in Appendix One. The base stock survey costs will need to be updated.
- More residents will benefit from the programme as it will include those properties which fall out of decency from 2011 onwards.

The possible disadvantages include the following:

- Residents have been ‘promised’ decent homes by 2010. The purpose of an extension would be to enable the work profile to be smoothed over a longer period which would inevitably mean that some residents would have to wait longer for works to be completed to their homes.
- Although an extension would generate a possible increase in resources, as exemplified above, this could be partially offset by inflation if actual building cost inflation runs at a higher level than that allowed for by the government in their allocation to Haringey.

- The current management agreement for Homes for Haringey runs to 31st March 2011, with an option for the Council to extend this by up to a further 5 years. However, should the Council decide not to exercise this option, any extension to the decent home programme of one or more years beyond 2010 would result in the need for revised delivery arrangements from 1st April 2011.

It is recommended that a bid is placed to achieve the decent homes target by 2010 and further negotiations take place with DCLG after the submission date in July 2006. Further advice following a conference with DCLG was that there will be an expectation on Councils to extend the deadline date to ensure expenditure is profiled effectively and to enable authorities to maximise value for money.

9. Consultation

Due to the time constraints residents will not be fully consulted on the possibility of extending the decent homes deadline.

For information this report will be presented as follows:

Homes for Haringey Executive Management Team	28 June
Homes for Haringey Finance Committee	28 June
Chief Executive Management Board	4 July
Executive Advisory Board	11 July
Homes for Haringey Board	11 July
Executive	25 July

10. Summary and Conclusions

10.1. There do appear to be benefits from applying for an extension to the delivery of decent homes in Haringey. The main benefits are that there is a real prospect that better value for money could be achieved and that more residents could be included in the programme.

There is a major constraint however in respect of the length of the framework agreement for the works delivery which limits the use of the partners appointed in January 2007 until December 2011. A new procurement exercise could be carried out to cover later years but this may not be as attractive as the first agreement because the work content would be lower and may therefore not attract competitive bids, impacting on value for money.

It is therefore recommended that the bid be submitted based on a programme covering 4 financial years from 2007/08 to 2010/11 and that further negotiations take place with DCLG on the possibility of completing the works by 31st December 2011. That is, a one year extension on the current target.

11. Recommendations

11.1 That the council gives Homes for Haringey authority to negotiate the decent homes deadline with DCLG.

11.2 That the final bid document is agreed by the Director of Social Services, the Lead Member for Housing and the Chair of the Homes for Haringey Board.

12. Comments of the Director of Finance

12.1 The financial implications of the proposed course of action are adequately set out in the body of the report, including a risk assessment in the form of an analysis of the advantages and disadvantages (including financial) of the recommendation. The Director of Finance has no further comment.

13. Comments of the Head of Legal Services

13.1 Any extension beyond the end of 2011 would require a new procurement exercise to be carried out to appoint constructor partners. Advice from Trowers and Hamlins is that the maximum duration for the framework agreement allowed under European Union law is 4 years. The current programme is for the agreement to commence in January 2007 and it will therefore expire in January 2011. It will however be possible to award work for the 2011 calendar year prior to January 2011 thereby effectively extending the duration of the proposed constructor programmes to 31st December 2011. The specific advice from Trowers and Hamlins is at Appendix Two.

14. Equalities Implications

14.1 The extension of the programme by one, or more, years will enable more residents to benefit from the programme. However, the waiting time for works completion will be longer for some.

15. Use of Appendices / Tables / Photographs

15.1 Appendix 1 - Table of Value of 'Potential Fails' from 2011
Appendix 2 - Legal advice from Trowers & Hamiln regarding duration of framework contracts

APPENDIX ONE

Table of Value of 'Potential Fails' from 2011 – stock survey base (not uplifted)

2011/12						
HEATING	ROOF & EXT WORKS	WINDOWS & DOORS	REWIRE	KITCHEN	BATHROOM & PLUMBING	
£1,984,795	£4,105,677	£4,999,500	£1,023,900	£2,215,500	£1,250,600	£15,579,972

2012/13						
HEATING	ROOF & EXT WORKS	WINDOWS & DOORS	REWIRE	KITCHEN	BATHROOM & PLUMBING	
£2,094,870	£4,364,494	£5,167,200	£1,097,400	£2,369,500	£1,357,040	£16,450,504

2013/14						
HEATING	ROOF & EXT WORKS	WINDOWS & DOORS	REWIRE	KITCHEN	BATHROOM & PLUMBING	
£2,048,975	£4,379,494	£6,208,000	£1,000,350	£2,324,000	£1,372,240	£17,333,059

The 'total' figure for 2011 /12 of £15.579 millions is based upon the 2003 Stock Condition Survey prepared by Savills in 2003 as unaltered base values. The figures are required to be uplifted for inflation, cost adjustment of rates, preliminary costs, fees and provisional sums. The original schedules of rates have been uplifted by 194% to arrive at final outturn costs on a programme ending December 2010. If inflation beyond 2010 is allowed this may increase slightly more. Additional costs of works of circa £30.2 million would arise if the programme was extended to end of 2011 on the basis of Homes for Haringey standards. Similar range additional sums apply each year after that. The potential costs would be lower on the basis of minimum decency levels.

If works are required to be extended beyond Jan 2012, then the framework agreements for constructor partners and compliance teams would need to be re-tendered under EU procurement rules. The cost of that tender exercise might be in the order of £100k unless other framework agreements can be utilised.

If a re-tender is required then there will be risks associated with the tendered rates that might be received and the cost of tender that is built into those rates. The contract may be short with little opportunity to achieve value for money in the same way that the first agreement should deliver.

The tendered rates will depend on market conditions at the time of tendering and the duration of the agreement. If the Council / Homes for Haringey is able to extend the scope of the re-tendered agreements to include works beyond the completion of the Decent Homes programme and work required by other departments of the Council, then those costs may be mitigated.

APPENDIX TWO

Legal advice from Trowers & Hamilns regarding duration of framework contracts

“The length of a call-off contract is not specifically limited by the Regulations and OGC Guidance anticipates that towards the end of the term of any Framework Agreement, an individual call-off may be let extending beyond the term of the Framework Agreement itself.

As to how long this last call-off can be, OGC Guidance suggests that the length of this final call-off contract should not distort competition or circumvent the Regulations. It quotes as an example that it would be difficult to justify the last call-off being 12 months in length when the normal pattern for call-off contracts under the Framework itself had been one month at a time. I believe the same applies if the last call-off were 24 months when the normal pattern had been 12 months.”

Since it is the intention to agree annual programmes in advance with each constructor partner, a final call-off of 12 months for Jan to Dec 2011 would be consistent with the above advice.

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The Executive*On 25 July 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. Item number 3 (2006-7) has 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 River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

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
3.	Environment	29.06.06	A.Travers 29.06.06	G.Meehan 29.06.06	Recycling Services	♦Approval to the termination of the recycling contract with RWS and to the service being brought back in house.

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. 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
						.

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The Executive*On 25 July 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 May 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 River Park House 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

ASSISTANT CHIEF EXECUTIVE (Access)

Significant decisions - Delegated Action May 2006

◆ denotes background papers are Exempt.

Items in **bold** denote agreed decisions over £50k

No	Date approved by ACE (Access)	Title	Decision
1.	24/05/06	Redevelopment of Units 20-22 Bernard Road, Rangemoor Road Industrial Estate	Agreed

ASSISTANT CHIEF EXECUTIVE (Access)

Significant decisions - Delegated Action May 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

**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
MONDAY, 26 JUNE 2006**

Councillors *Mallett, *Diakides, Haley and *Meehan.

*Present

Also Present: Councillor Aitken

MINUTE NO.	SUBJECT/DECISION	ACTON BY
PROC01.	<p>APOLOGY FOR ABSENCE</p> <p>An apology for absence was submitted by Councillor Haley.</p>	
PROC02.	<p>MINUTES (Agenda Item 4)</p> <p>RESOLVED:</p> <p>That the minutes of the meeting held on 21 March 2006 be approved and signed.</p>	HMS
PROC03.	<p>AWARD OF HARINGEY DRUG INTERVENTIONS PROGRAMME CONTRACT (Report of the Assistant Chief Executive (Strategy) - 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 Drug Interventions Programme contracts to CRi in the sum of £1,916,272 for a period of 17 months commencing on 1 November 2006 with an option to extend for a further period of up to 12 months.</p>	ACE-S
PROC04.	<p>TOTTENHAM HIGH ROAD, HERITAGE ECONOMIC REGENERATION SCHEME (Report of the Assistant Chief Executive (Access) - Agenda Item 7):</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, in accordance with Contract Standing Order 11, approval be granted to the award of the contract for specialist</p>	ACE-A

**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
MONDAY, 26 JUNE 2006**

	refurbishment work to 497-507 Tottenham High Road to Mullaley and Co. Ltd. in the sum of £284,296 on the terms and conditions outlined in the interleaved report.	
PROC05.	ENERGY EFFICIENCY MEASURES CONTRACT (Agenda Item 8): With the consent of the Committee this item was withdrawn.	
PROC06.	CHILDREN'S SERVICE SPOT CONTRACTS (1 APRIL 2005 - 31 MARCH 2006) (Report of the Director of the Children's Service - Agenda Item 9): With the consent of the Committee this item was withdrawn.	
PROC07.	SOCIAL SERVICES SPOT CONTRACTS (1 APRIL 2005 - 31 MARCH 2006) (Report of the Director of Social Services Agenda - Item 10) Our Chair agreed to accept the report as urgent business. The report was late because of officer involvement with the CPA Inspection delayed the finalisation and despatch of the report. The report was too urgent to await the next meeting because it was included in the current edition of the Council's Forward Plan. Concern was expressed that although the number of spot contracts entered into had reduced by 25% the cost of such contracts had only reduced by between 3 and 5%. We were advised that spot contracts varied significantly in their duration and value and that it tended to be the less complex and therefore less costly cases which were capable of being included in block contracts. The level of savings achieved was therefore correspondingly lower. Officers indicated that in the future spot contract reports were to be submitted on a quarterly basis and that consideration was being given to ways of presenting the information contained in future reports in a more meaningful way including details of contracts let with details of weekly rates. RESOLVED: That the report be noted.	DSS/ HPr
PROC08.	AMALGAMATION OF NORTH HARRINGAY PRIMARY SCHOOL - KITCHEN PHASE 1: AWARD OF CONTRACT (Report of the Director of the Children's Service - Agenda Item 11) 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). We noted that there had been an overspend in the Children's Service element of the Council's capital programme in the 2005/06 financial year and we indicated that we would expect all future reports to our	

**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
MONDAY, 26 JUNE 2006**

	<p>Committee to contain detailed explanations of costs on all Children's capital schemes and for such costs to be monitored.</p> <p>In response to a question about the level of contingency element of the contract sum we were advised that this was considered adequate to cover the risks of the project identified in Section 10 of the interleaved report.</p> <p>RESOLVED:</p> <p>That, in accordance with Contract Standing Order 11, approval be granted to the award of the contract for the amalgamation of North Harringay Primary School, Falkland Road N.8. to Borrás Construction Ltd. in the sum of £444,824 on the terms and conditions outlined in the interleaved report.</p>	DCS
<p>PROC09.</p>	<p>REFURBISHMENT AND RE-MODELLING OF TREETOPS BUILDING AT STROUD GREEN PRIMARY SCHOOL, N4 TO FORM A CHILDREN'S CENTRE: AWARD OF CONTRACT (Report of the Director of the Children's Service - Agenda Item 12)</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>Arising from our consideration of paragraph 18.1 of the report, we were advised that confirmation had now been received from the School that their Governing Body had agreed to set aside £10,000 from their Devolved Formula Capital to support the project.</p> <p>RESOLVED:</p> <p>That, in accordance with Contract Standing Order 11, approval be granted to the award of the contract for the refurbishment and remodelling of the Treetops building at Stroud Green Primary School T&B Contractors in the sum of £298,247 on the terms and conditions outlined in the interleaved report.</p>	DCS
<p>PROC10.</p>	<p>PROGRESS REPORT ON COUNCIL USE OF EXTERNAL LEGAL PROVIDERS (Report of the Head of Legal Services - Agenda Item 13)</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 submission had already been delayed through difficulties collecting information and Members needed to be provided with the information it contained before it became out of date.</p> <p>In noting the position statement on the legal work which had been outsourced between January 2005 and January 2006 we expressed the</p>	

**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
MONDAY, 26 JUNE 2006**

	<p>view that there should be a policy and procedure to be followed where external provision of legal services was being sought for the Council. In this connection we also noted paragraph 5.6 of Appendix B to the interleaved report had proposed principles which should underlie all outsourcing of legal work with the exception of instructions to Counsel where separate quality and cost monitoring procedures for which provision was already made.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the report be noted. 2. That a further report be brought forward to a future meeting of our Committee on the establishment of principles underlying and of a procedure for the commissioning of external legal services on behalf of the Council 	HLS/ HPr
PROC11.	<p>ALLOW AWARD OF CONTRACT TO DIAMOND BUILD UNDER THE NEW FRAMEWORK AGREEMENTS: AWARD OF CONTRACT (Report of the Acting Director of Finance – Agenda Item 20)</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> <p>We noted that since the Crowland School fire, and the subsequent investigations, the Council's Corporate and Construction Procurement teams, working with the Corporate Health and Safety Manager had undertaken to ensure that adequate procedures were in place to reduce the risk of future fire and / or similar high risk incidents. We also noted that Diamond Build now and at the time of the fire had in existence a robust health and safety policy, health and safety management systems, health and safety and training programmes for office and site-based staff.</p> <p>It was reported that Diamond Build had stated that the root cause for the incident had been that a sub-contractor had appointed its own sub-contractor which did not have similar protocols in place. Diamond Build had not been informed of the further sub-contract and had not been given the chance to evaluate this second sub-contractor. Additionally, the Council had not been informed of the further sub-contract. It was further reported that one firm measure which Diamond Build had put in place, and which had been communicated to all of their sub-contract supply chain, was that the company did not permit the further sub-contract of work to a contractor whom they had not evaluated and approved for use.</p> <p>Having been advised that all future contracts with the Council would request that sub-contractors did not sub-contract their work, we asked that officers ensure that this procedure be closely monitored and that should appropriate action be taken should the need arise.</p>	

**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
MONDAY, 26 JUNE 2006**

	<p>RESOLVED:</p> <p>That, in accordance with Contract Standing Order 11 and subject to the contractor meeting all the required conditions, approval be granted to Diamond Build being considered for and where appropriate being awarded future construction contracts under the new construction framework agreements.</p>	HPr
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ANTONIA MALLETT
Chair

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Report Title: **Recycling Service**

Forward Plan reference number (if applicable): **n/a**

Report of: **Stephen McDonnell, Assistant Director Streetscene**

Wards(s) affected: **All**

Report for: **Key Decision**

1. Purpose

- 1.1 To provide an update of the negotiations with Recycling Works Services (RWS) regarding the Recycling Contract, for which an extension from 1st April 2006 to 30th September 2006 was planned, and to make recommendations for the future of the service.

2. Introduction by Executive Member

- 2.1 The recycling collection service is one of the most high-profile and strategically important services provided by the Council. The introduction of statutory recycling targets has made it necessary for the Council to standardise the range of recycling services and materials collected, and to increase the number of households with doorstep collections or easy access to shared facilities. The Council has been able to meet targets by rolling out new services with significant levels of funding provided by successful bids to various funding bodies and mainstream funding. There is a need to review the arrangements for providing recycling services in future so that waste collection and recycling services are more integrated thereby enabling the Council to realise efficiency savings.
- 2.2 This report sets out the following:
- the strategic importance of the council's recycling collection service;
 - the inappropriateness of the current recycling contract;
 - options for the future of the service; and
 - the risks if the service is brought back in-house.

3. Recommendations

- 3.1 That the position concerning the progress of negotiations with RWS be noted.
- 3.2 That the recycling contract with RWS is terminated and that the service be brought back in-house.

Report Authorised by: **Andrew Travers, Interim Director of Environment**

Contact Officer: **Michael McNicholas, Acting Head of Waste Management**

Tel: 020 8489 5661

e-mail: michael.mcnicholas@haringey.gov.uk

4. Director of Finance Comments

Paragraphs 4.1, 4.2 and 4.3 of these comments are set out in the “exempt appendix” to this report.

4.4 If RWS cease to provide the service, the Council has two realistic options to ensure continuation of service as follows:

- negotiate with Haringey Accord Ltd to provide the service,
- run the service in-house.

4.5 The report recommends that the service is brought back in-house. This would require putting in place a number of measures relatively quickly to ensure uninterrupted service. These are outlined in the action plan attached.

4.6 However, the recommended course of action would have a significant financial implication for the Council in terms of increased pension costs. This has been estimated at £201k assuming all employees transferring to the Council join the Pension Scheme. The cost would be pro rata if only a proportion of employees decide to join. There is currently no budget provision for any net increased cost and the recommended course of action can only be approved if additional resources are identified to meet the unbudgeted cost.

4.7 Furthermore, bringing the service back in-house will void the CRED funding approved for RWS for door to door estates recycling. However, the service is looking at the possibility of bringing in an alternative estates scheme using the CRED match funding and other NRF/NDC resources.

5. Head of Legal Services Comments

5.1 The contract between the Council and RWS dated 22 April 2005 allows either party to terminate the contract by giving the other one month’s written notice.

5.2 The decision to terminate a contract, is not specifically covered by Contract Standing Orders but the award would normally be dealt with by the Procurement Committee, there is no reason why the decision to terminate cannot be taken by the Executive.

5.3 Environmental Services Directorate wishes to pursue Option 4 that is to bring the service back in-house prior to possible re-tendering as required under the Public

Contracts Regulations 2006. The EU rules are not applicable where the service is brought back in house, however the EU regulations will apply to any future outsourcing of the service where the service exceeds the threshold (currently £144,459).

- 5.4 As stated in paragraph 7.3.3 and 7.3.4 of the report, adoption of Option 2, would result in a breach of the EU regulations and Option 3, would have to be explored fully whether the Council could utilise the EU negotiated procedure without advertisement. This EU procedure permits the Council to award to an existing contractor (Accord) additional work without advertising the contract, however under the EU regulations, the grounds for this procedure is very restricted.
- 5.5 The decision to take a contract back in-house is not specifically covered by Contract Standing Orders but would normally be referred to Members for decision. Since there are wider service provision aspects to this decision, going beyond procurement issues, it is appropriate that this report comes to the full Executive Meeting rather than the Executive's Procurement Committee.
- 5.6 A related but separate matter had been listed in the Forward Plan as a key decision to be taken by the Procurement Committee on 18 July. In order to permit this report coming to a later meeting of The Executive, a General Exception Notice has been issued under paragraph 11.01 in Part D.2 of the Council's Constitution. This is justified since a rapid decision on the future of the service is necessary and it would be impracticable to delay the decision further.
- 5.7 To bring the service back in-house requires that TUPE be considered in respect of staff issues. This includes a consultation with current external and Council staff who may be effected by decision to bring the service in-house. The Council must also receive from RWS "employee liability information" relating to staff.
- 5.8 The Head of Legal Services confirms that there is no legal reason preventing approval of the recommendations in this report.

6. Local Government (Access to Information) Act 1985

Integrated Waste Management and Transport Contract with Haringey Accord Ltd
Recycling Contract with Recycling Works Services
Contract Standing Orders
Procurement Procedures
Delegated powers report entitled Extension of Recycling Contract, 20th February 06

This report contains exempt and non-exempt information. The exempt information is set out in the exempt appendix and is not for publication. The exempt information is under the following category (no.3) in Schedule 12A Local Government Act 1972 as amended:

Information relating to the financial or business affairs of any particular person (including the authority holding that information) where the public interest in maintaining the exemption outweighs the public interest in disclosure.

7. Strategic Implications

7.1 Recycling Strategy

7.1.1 During the time since the original contract commenced in March 2000, the profile and importance of recycling has changed dramatically. Government policy on waste is now much more sharply focussed. The introduction of statutory recycling targets is an example of this and new, higher targets are likely to be set in the future. In providing recycling collection services Haringey must work in a wider context towards achieving the requirements of the Mayor's Waste Strategy for London and the Joint North London Waste Strategy (2005-2020). In addition, residents are now much more in tune with environmental issues and want to recycle the full range of materials at their doorstep or at user-friendly shared facilities.

7.1.2 The Council needs to bring together all of these different elements to produce a Recycling Plan that will meet current and anticipated future recycling targets until 2020. This will need to include recycling collection services that are integrated with traditional waste collection services. As more recycling collection services are rolled out, the percentage of waste recycled increases and this should lead to a fall in the amount of waste to be disposed of. As less waste is disposed of through traditional waste collection services, there should be savings recognised that can be invested back into recycling services.

7.2 Current RWS Contract

7.2.1 Since the contract commenced in March 2000, the range of recycling collection services has widened to include new and different types of collection services. At the same time there has been a significant increase in the number of households and on-street bank sites serviced by the Council. The Recycling Contract with RWS is a rigid, input-based, labour only contract without any performance targets or default/remedial procedures. The Council owns and maintains the vehicles, depot and plant used to provide the service.

7.2.2 The recycling collection service is a key component of the Council's waste management strategy in terms of the requirement to meet statutory recycling targets. It is also strategically important in the Council's relationship with residents as the service is increasingly perceived as one of the most high profile front-line services provided by the Council.

7.2.3 In view of the substantial changes to the recycling service, the need to integrate recycling with waste collection, and the greater strategic importance of the service, the current contract with RWS is no longer appropriate to meet the Council's future requirements.

7.3 Recycling Contract Options

7.3.1 The options available to the Council for future provision of recycling services are as follows:

- Option 1: continue with the current contract with RWS until October 2006 or as soon as possible thereafter when a new Recycling Contract could commence.

- Option 2: continue with the current contract with RWS until October 2009 when a new fully integrated waste management contract could commence.
- Option 3: terminate the current recycling contract with RWS and negotiate with Haringey Accord, to provide the service.
- Option 4: terminate the current recycling contract with RWS and bring the service back in house.

7.3.2 Option 1. This option is not acceptable because the only way the Council would be able to meet RWS Terms of Business would be to cut other front line services significantly or provide for an increase in the cash limit in the recycling budget. Neither of these alternatives are considered to be acceptable. In addition, the current contract is inappropriate for the Council's requirements as set out above and would, in any event, only provide a service until October 2006.

7.3.3 Option 2. This option is not acceptable because to extend the current contract any further would potentially be in breach of EU procurement regulations and outside the Council's Contract Standing Orders.

7.3.4 Option 3. HAL already runs a limited part of the recycling collection service for the Council. HAL were asked to provide estimates for running the whole of the service in April 2005. The estimates provided were not competitive at that time and for this reason HAL may not prove to be good value for money if asked to provide estimates again. Furthermore, it will take some time to negotiate with HAL, or any other private sector company, to determine a price for providing on going recycling collection services. It is not certain that the termination notice period of one month would be sufficient to determine a price in time to guarantee continuity of service should RWS cease to provide the service. Also, the Council would need to explore the requirements of EU procurement regulations to confirm that recycling services could be varied into the Haringey Accord contract.

7.3.5 Option 4. The contract with RWS can be terminated with one month's notice by either party. If the contract was terminated the service could be brought back in house. The advantages of bringing the service back in house are that it provides the opportunity to:

- understand more fully the cost of providing the service and identify potential savings;
- review the current service delivery arrangements to determine whether efficiencies can be made;
- exercise more control over service delivery;
- exercise a greater degree of flexibility in making changes to improve services;
- conduct trials and pilot schemes more easily;
- inform the process of constructing a new, fully integrated waste management contract from December 2009; and
- consider various alternatives for the service until December 2009. These could include;
 - keeping and developing the service in-house along broadly similar lines as the existing service provision;

- keeping the service in-house but begin working towards integration with the waste collection service in partnership with Haringey Accord;
- vary the existing service into the Haringey Accord contract; or
- re-tender the existing service as a short term contract (subject to EU procurement regulations).

7.3.6 This option provides the Council with the greatest degree of flexibility to deliver the recycling services that will meet strategic aims, government targets and residents' requirements. Therefore, it is recommended that the contract with RWS is terminated and that the service be brought back in-house. In order to ensure a smooth transition to an in house service an action plan has been developed and is attached as appendix 1 (Recycling Service Continuity Plan).

8. Financial Implications

8.1 There are three main areas of risk associated with terminating the contract with RWS and bringing the service back in-house, these are:

- understanding the full costs associated with providing the service in-house;
- higher cost of providing services due to pension provision; and
- loss of estates doorstep recycling collection funding from CRED grant secured by RWS.

Paragraphs 8.2.1 and 8.2.2 are in the exempt appendix

8.2 8.3 Pension Costs

8.3.1 The main area of risk for potential increased cost in providing the service in-house, is pensions. RWS allows for a 5% employer's contribution towards its pension scheme but transferring employees will be entitled to join the Local Government Pension Scheme for which the employer's contribution rate is currently 21.2%. If all transferring employees did not decide to opt out of the LGPS this would result in an additional cost to the Council of £200,000 per annum (for details refer to appendix 2a). This potential cost could be mitigated in a number of ways, for instance:-

- not all transferring staff would necessarily want to join the LGPS;
- a review of staffing levels and overtime payments after transfer; and
- some non-wage costs currently paid to RWS could be absorbed into the Council's existing overhead costs for example:-
 - Professional, legal, accounting fees, £13,000
 - Staff recruitment costs, £10,000
 - Payroll costs £20,000

8.3.2 Whilst it may be possible to contain or absorb some of the additional cost arising from pension entitlement, it should be recognised that if the Council tenders the recycling service in future, the pension entitlement would transfer to any new service provider so this would be a cost in the longer term. This is of particular relevance given that the Council should be working towards a fully integrated waste and recycling contract from December 2009 when the Accord contract is due to expire.

8.4 CRED Funding

- 8.4.1 The other area of risk is the potential loss of a door to door estates recycling collection scheme. RWS made a successful bid to CRED to start up a two year scheme from this spring aimed at providing this service to 7,800 households. The overall value of the bid was £520,000 (over two years), with the Council and the Seven Sisters NDC providing approximately half of this sum as match funding through capital, revenue and in kind contributions. The scheme has not started yet because it would be impractical to run if RWS does not continue to be the Council's main recycling collection service provider. The CRED scheme was not taken into account when setting recycling targets. It is expected that if the contract with RWS is terminated the CRED funding will be withdrawn as the funding is only available to community organisations.
- 8.4.2 The Waste Management Service is working on alternative proposals for estates recycling, which it will present to Members in due course. Where appropriate these proposals will be devised to take advantage of any funding that may still be available through the NDC. The scheme will be aimed not only at increasing recycling on estates, but will also help the Council improve its BV 91 performance for providing doorstep or the equivalent of kerbside collections for blocks of flats.

9. Legal implications

- 9.1 The adoption of Option 2, would result in a breach of the EU regulations and Option 3, would have to be explored fully whether the Council could utilise the EU negotiated procedure without advertisement. This EU procedure permits the Council to award to an existing contractor additional work without advertising the contract, however under the EU regulations, the grounds for this procedure are very restricted.
- 9.2 To bring the service back in-house requires that TUPE be considered in respect of staff issues. This includes a consultation with current external and Council staff who may be affected by the decision to bring the service in-house. The Council must also receive from RWS "employee liability information" relating to staff.

10. Equalities

- 10.1 The Council seeks to provide comprehensive recycling collection services that give all residents and sections of the community the opportunity to recycle as many different materials as possible. The recommendations in this report are designed to consolidate and expand upon the range of materials recycled and increase the number of households with doorstep or near entry collection services.

11. Consultation

- 11.1 There has been no public consultation regarding the recommendations in this report. Executive Members for the directorates affected by this decision have been consulted in drawing up this report.

12. Background

- 12.1 The recycling contract commenced in March 2000 and was a tri-party arrangement between the Council, Finsbury Park Community Trust (FPCT) and Recycling Works Haringey Ltd (RWH). The service providers were not for profit community sector organisations. This contract expired on 31st March 2003 but continued to operate after this date under the existing terms and conditions.

- 12.2 FPCT and RWH went into receivership in April 2005 and the Council agreed to novate the existing contract to Recycling Works Services Ltd utilising the existing workforce. The contract with RWS was due to expire on 31st March 2006. However, in February 2006 it was decided the contract with RWS should be extended under delegated powers for six months to allow time for a new contract to be written and a tendering process to be undertaken.
- 12.3 Under the previous arrangements with FPCT/RWH there was no fixed budget for the service. Every expenditure decision, including very low level expenditure, had to be cleared through the Council. In order to introduce budgetary controls, within an expanding service, the Waste Management Service set a budget with the new provider, RWS, for 2005/06. The agreed budget was introduced to give responsibility to RWS to financially manage their operations and to provide a level of certainty that the costs of the service would be contained within the Council's cash limit.

Paragraphs 12.4 to 12.8 are in the Exempt Appendix

13. Conclusion

- 13.1 RWS Terms of Business for the extended contract are not acceptable to the Council on the grounds that the level of margin required cannot be sustained within the budget available. In addition, the contract with RWS is labour only, does not contain any recycling targets or remedial powers, and does not meet the long term strategic requirements for recycling or allow for integration of services. By bringing the service in-house the Council will be in a better position to consider a wide range of options for the future to address these issues.

14. Use of appendices

Exempt Appendix

- Appendix 1 - Recycling Service Continuity Action Plan
- Appendix 2a - Calculation of cost of RWS service
- Appendix 2b - Deployment of RWS staff
- Appendix 3 - Letter dated 21st June 2006 from Chair of RWS to the Leader (exempt appendix)

Recycling Service Report, Appendix 1 - Recycling Service Continuity Plan

	Activity	Person responsible	Completion date
1.	<p>Seek advice from Legal Service that Haringey is permitted to run in-house service.</p> <ul style="list-style-type: none"> Initial advice from the Legal Service suggests that Haringey can run the service in-house for an interim period. This option may be undertaken if the Council decides not to enter a negotiated process with HAL (as described in the table above) or if the price from HAL is considered not to be good value for money compared to an in-house service. Should RWS withdraw from the Recycling Contract, confirmation of the initial advice to be sought from Legal Service to ensure that Haringey would be entitled to run an in-house service. 	Michael McNicholas/ Margaret O'Connor	<ul style="list-style-type: none"> Initial advice from Legal Service provided 27th April 2006 Confirmation advice to be sought if/when RWS confirm withdrawal from service
2.	<p>Subject to advice from Legal Service that in-house service can proceed, request all relevant TUPE information from RWS in order that arrangements can be made to transfer staff to Haringey on an interim basis.</p>	Zoe Robertson/RWS	Request to RWS to be made immediately upon notification from RWS of withdrawal of service.
3.	<p>Notify Communications Team of RWS withdrawing from Recycling Contract.</p> <ul style="list-style-type: none"> Prepare press release to explain that the service arrangements will be changing and what the Council is doing to ensure continuity of service. 	Zoe Robertson	Communications Team to be notified as early as possible to allow preparation of press releases and/or to be ready to respond in case of media enquiries if/when RWS withdraw from the Recycling Contract
4.	<p>Seek approval from Director/Lead Member to bring service in-house on an interim basis.</p>	Michael McNicholas/Stephen McDonnell	Date dependent upon notice period given by RWS (if any) and time required by HAL to provide price.
5.	<p>Notify internal council teams/services directly impacted by bringing service in-house in order that required actions by them can proceed. Namely:</p> <ul style="list-style-type: none"> Legal Service, to close down arrangements with RWS and to ensure that outstanding liabilities of RWS are appropriately dealt with by RWS. To ensure that the Council's obligations concerning bringing the service in house are met and that the appropriate authorities are notified. 	Zoe Robertson	Immediately upon confirmation from RWS of withdrawal from Recycling Contract

	<ul style="list-style-type: none"> Finance Service, for new Cost Centre Codes and budget to be set up. Personnel Service, for incoming staff to be registered in personnel files and for details of posts, salaries and incoming staff to be set up on SAP system. Payroll Service, for arrangements to be made to pay incoming staff. 		
6.	<p>Undertake consultation with RWS staff both directly and through unions.</p> <ul style="list-style-type: none"> Consult with trade unions concerning on-going options being considered by the Council. Ensure that RWS are keeping staff apprised of the options being considered by the Council to provide continuity of service and employment. Establish lines of communication for staff and unions to the council. 	Zoe Robertson	On-going once RWS confirm withdrawal from Recycling Contract
7.	<p>Allocate one officer from Recycling Team to work on site at Western Road on a day to day basis.</p> <ul style="list-style-type: none"> Depot presence required to ensure continuity of service whilst options are explored and to provide reassurance to staff at a time of change. 	Zoe Robertson	On-going once RWS confirm withdrawal from Recycling Contract
8.	<p>Carry out comprehensive monitoring of Recycling Service throughout change process.</p>	Michael McNicholas/Zoe Robertson	Daily monitoring to be undertaken throughout process to ensure continuity of service standards and schedules.
9.	<p>Identify 3rd or 4th Tier Officer to assume responsibility for overseeing the client management of the in-house service.</p> <ul style="list-style-type: none"> Weekly update reports to be produced providing details of the progress of all aspects of service provision, both in terms of front line service, support services and levels of expenditure. All non-wage expenditure decisions to be approved by the officer responsible. 	Michael McNicholas/Zoe Robertson	<p>Officer to be identified immediately.</p> <ul style="list-style-type: none"> Weekly reports to be produced from date in-house service commences.
10.	<p>Establish Recycling In-sourcing Management Team to meet weekly, initially, to review progress of In-house service.</p> <ul style="list-style-type: none"> Team members to be drawn from Recycling Service, Finance Service, Personnel Service, Payroll Service, In-house Service Manager (formerly RWS), Legal Service. <p>Constitution of Team and frequency of meeting to be adjusted over time as appropriate.</p>	Michael McNicholas/Zoe Robertson	

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