

NOTICE OF MEETING

The Executive

TUESDAY, 12TH SEPTEMBER, 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, B. 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 21 below. New items of exempt business will be dealt with at item 24 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

To confirm and sign the minutes of the meeting of the Executive held on 25 July 2006.

5. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

6. MATTERS, IF ANY, REFERRED TO THE EXECUTIVE FOR CONSIDERATION BY THE OVERVIEW AND SCRUTINY COMMITTEE

7. THE COUNCIL'S PERFORMANCE - JUNE 2006

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

8. PROGRAMME HIGHLIGHT REPORT - JUNE 2006

(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.

9. ANNUAL REPORT FOR 2005-06 ON THE COUNCIL'S HANDLING OF COMPLAINTS AND MEMBERS' ENQUIRIES

(Report of the Chief Executive – To be introduced by the Executive Member for Organisational Development and Performance and the Executive Member for Community Involvement): To receive the annual report on the operation of the Council's handling of complaints, compliments and suggestions and of Members' Enquiries.

10. CORPORATE MANAGEMENT OF PROPERTY - SEPTEMBER 2006 STAGE REPORT

(Report of the Acting Director of Finance – To be introduced by the Executive Member for Finance): To seek approval to transfer the management responsibility of the operational property assets from Directorates to Corporate Property Services.

11. WHITE HART LANE - SPORTS FACILITIES REDEVELOPMENT

(Report of the Interim Director of Environmental Services – To be introduced by the Executive Member for Environment and Conservation): To establish an approach to the redevelopment and provision of leisure facilities in White Hart Lane.

12. HOMES FOR HARINGEY QUARTERLY PERFORMANCE AND FINANCE REPORT

(Report of the Director of Social Services - To be introduced by the Executive Member for Housing): To provide information on the finance and performance monitoring of Homes for Haringey for the first quarter (April – June 2006).

13. PROPOSED NEW LETTINGS POLICY

a) (Report of the Director of Social Services - To be introduced by the Executive Member for Housing): To approve a new lettings policy and to take account of the public consultation and comments from the scrutiny review of the policy.

b) (Report of the Overview and Scrutiny Committee). **FAILED TO MEET DESPATCH DATE**

14. ADAPTATIONS

(Report of the Director of Social Services – To be introduced by the Executive Member for Health and Social Services): To agree an additional £1.3m investment to improve the number of adaptations to properties in both the Council and the private sector in 2006/07. **FAILED TO MEET DESPATCH DATE**

15. EXECUTIVE RESPONSE TO THE SCRUTINY REVIEW OF CUSTOMER SERVICES

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

16. BRUCE CASTLE MUSEUM ACCREDITATION PROGRAMME

(Report of the Assistant Chief Executive (Access) – To be introduced 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.

17. ETHICAL GOVERNANCE ACTION PLAN

(Report of the Head of Legal Services and Monitoring Officer – To be introduced by the Leader): To inform the Executive of the outcome of the ethical governance audit carried out by the Audit Commission and to propose a draft action plan for agreement.

18. URGENT ACTIONS TAKEN IN CONSULTATION WITH THE LEADER OR EXECUTIVE MEMBERS

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

19. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS

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

20. MINUTES OF SUB-BODIES

- a) Procurement Committee – 18 July 2006
- b) Procurement Committee – 25 July 2006
- c) Executive Member Finance – 15 August 2006

21. NEW ITEMS OF URGENT BUSINESS

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

22. EXCLUSION OF THE 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).

23. EXEMPT MINUTES OF SUB-BODIES

Procurement Committee – 25 July 2006.

24. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at item 2 above.

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4 September 2006

**MINUTES OF THE EXECUTIVE
TUESDAY, 25 JULY 2006**

Councillors *Meehan (Chair), *Amin, *Basu, *Canver, *Diakides, *Haley, *B. Harris,
*Mallett, Reith and Santry.

*Present

Also Present: Councillors Bull, Dogus, Engert, Hoban, Jones and Newton.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
TEX42.	APOLOGIES FOR ABSENCE (Agenda Item 1): Apologies for absence were received from Cllr Santry, who was represented by Cllr Jones and from Cllr Reith, who was represented by Cllr Dogus. Apologies for lateness were received from Cllr Meehan. Councillor Canver took the Chair until Cllr Meehan arrived.	
TEX43.	DECLARATIONS OF INTEREST (Agenda Item 3): The following declarations were made – Councillor Dogus in respect of item 15 - Broadwater Farm Community Centre. (See Minute TEX 52). Cllr Bull in respect of item 18 - Scrutiny Review of Mobile Phone Masts. (See Minute TEX 55).	HMS
TEX44.	MINUTES (Agenda Item 4): RESOLVED That the minutes of the meeting held on 4 July be approved and signed.	HMS
TEX45.	PROGRAMME HIGHLIGHT REPORT - MAY 2006 (Report of the Chief Executive - Agenda Item 7): RESOLVED That the report be noted.	
TEX46.	PROPOSAL FOR NEW HIGH LEVEL STRUCTURE FOR INFORMATION TECHNOLOGY SERVICES (Report of the Chief Executive - Agenda Item 8): We noted that the General Purposes Committee on 19 July had approved the report insofar as it related to them. We also noted that advice received from the Head of ICT and e-Government Strategy at the London Borough of Waltham Forest would be subject to further Member input via both the General Purposes Committee and the Executive and	

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	<p>which would also address the concerns expressed by UNISON and set out in Appendix 5.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1) That the drivers for the restructure as set out in Section 7 of the interleaved report and the timescale for the implementation which had been necessitated by the high cost and risks associated with the current temporary staffing situation be noted. 2) That the external challenge to which these proposals had been subjected be noted. 3) That approval be granted to the Senior Management and Functional ITS structure as set out in Appendix 4 to the interleaved report and to Executive functions including service delivery and financial issues. 	CE
TEX47.	<p>THE COUNCIL'S PERFORMANCE - MAY 2006 (Joint Report of the Chief Executive and the Acting Director of Finance - Agenda Item 9):</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1) That report be noted. 2) That the virements as set out in Section 14 of the interleaved report be approved 	DF
TEX48.	<p>ASSET MANAGEMENT PLAN 2006-2011(Report of the Acting Director of Finance - Agenda Item 10):</p> <p>We asked that the Assets Panel give consideration to the preparation of a needs based plan for the acquisition of accommodation underpinned by the human resources strategy and to a policy on the disposal of surplus assets which ensured that part of the proceeds of the sales were ring fenced for improvement schemes on neighbouring estates/schools.</p> <p>We also asked that when disposals were being recommended by the Assets Panel to the Value for Money Stream Board officers ensured that the relevant Executive Members and Ward Councillors should be advised of those recommendations.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1) That the Asset Management Plan for 2006-2011 be approved and that the principles, priorities and action plan contained within it be endorsed. 2) That it be noted that further reports on specific items from the action plan would be submitted as appropriate. 	DF

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TEX49.	<p>CAPITAL STRATEGY 2006-10 (Report of the Acting Director of Finance - Agenda Item 11):</p> <p>RESOLVED</p> <p>That the Capital Strategy for 2006-2011 be approved with more emphasis in future reports to accessing special funding regimes.</p>	DF
TEX50.	<p>SCHOOL PLACE PLANNING ANNUAL REPORT (Report of the Director of the Children's Service - Agenda Item 12):</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1) That approval be granted to the working priorities as set out in paragraph 15.1 of the interleaved report and a further report on the recommendations arising from this work be submitted in July 2007. 2) That the new reporting arrangements for statutory consultations be endorsed. 3) To receive a further annual report on School Places in July 2007. 	DCS DCS DCS
TEX51.	<p>EXECUTIVE RESPONSE TO SCRUTINY REVIEW OF TEENAGE PREGNANCY (Report of the Director of the Children's Service - Agenda Item 13):</p> <p>We noted that the Primary Care Trust were intending to reduce the services from Family Planning clinics and concern was expressed that this might affect provision for teenagers. We asked that officers of the Children's Service and of Social Services seek adjustments that would ensure appropriate alternative provision was in place for teenagers. Disquiet was also expressed about proposed reductions in services at St. Anne's Hospital and we asked that officers also take account of the implications of these proposals in the update which was to be submitted to us in the autumn.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1) That the work being undertaken to implement the recommendations of the Scrutiny Review be noted. 2) That a further report be submitted on the implications of the PCT funding reductions and their implications for the teenage pregnancy strategy. 	DCS
TEX52.	<p>BROADWATER FARM COMMUNITY CENTRE - FEES AND CHARGES (Report of the Assistant Chief Executive (Access) - Agenda Item 15):</p> <p>Councillor Dogus declared a personal interest in respect of this item by</p>	

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	<p>virtue of being a resident of Broadwater Farm estate.</p> <p>Having noted that the Ward Councillors had been consulted, we</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1) That the increased hire charges for the main hall and Jazz Café at the Broadwater Farm Community Centre, as set out in paragraph 13.1 of the interleaved report, be agreed to take effect from 1 September 2006. 2) That the community concessionary rate as set out in paragraph 13.1 of the interleaved report be agreed, subject to a review and further report in six months time. 	<p>ACE-A</p> <p>ACE-A</p>
TEX53.	<p>BRUCE CASTLE MUSEUM ACCREDITATION PROGRAMME (Report of the Assistant Chief Executive (Access) - Agenda Item 16):</p> <p>RESOLVED</p> <p>That consideration of the report together with the revised Acquisitions and Disposal Policy incorporating a policy statement be deferred to our meeting on 12 September 2006.</p>	<p>ACE-A HMS</p>
TEX54.	<p>EXECUTIVE RESPONSE TO SCRUTINY REVIEW OF REPAIRS TO HIGHWAYS (Report of the Director of Environmental Services - Agenda Item 17):</p> <p>We noted that in respect of recommendation 9 in the Review in relation to exploring strategies involving utility companies on a co-ordinated and planned approach to repairs the new Traffic Management Act empowered local authorities to dictate such an arrangement.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1) That approval be granted to the response to the Scrutiny Review of Repairs to Highways and Footpaths. 2) That the agreed recommendations be incorporated within the Streetscene Business Plan for 2007/8 and that progress be reported at regular intervals to the Environment Scrutiny Panel. 	<p>D.Env</p> <p>D.Env</p>
TEX55.	<p>EXECUTIVE RESPONSE TO SCRUTINY REVIEW OF MOBILE PHONE MAST POLICY (Report of the Director of Environmental Services - Agenda Item 18):</p> <p>Cllr Bull declared an interest in this matter by virtue of his employment with a mobile phone company.</p> <p>We noted that a Motion had been passed by the Council at it's meeting on 14 November 2005 concerning the siting of mobile phone masts and asked that officers provide all Members of the Executive with an update</p>	<p>D.Env HMS</p>

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	<p>of the action taken.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1) That the response to the Scrutiny Review of Mobile Phone Masts be approved. 2) That action be taken on the individual recommendations by the relevant officers in the Environment Directorate, or in two cases, by the Director of Finance or the District Valuer. 	<p>D.Env</p> <p>D.Env DF</p>
TEX56.	<p>CHANGES TO TENANCY AGREEMENT (Report of the Director of Social Services - Agenda Item 19):</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1) That the tenant's comments in response to the notice of intention to vary the tenancy agreement be noted. 2) That approval be granted to the amendments to the tenancy agreement as set out in section 8.1 of the interleaved report. 3) That approval be granted to the final proposed new tenancy agreement as set out in Appendix 3 of the interleaved report. 	<p>DSS</p> <p>DSS</p>
TEX57.	<p>HOMES FOR HARINGEY BID FOR DECENT HOMES FUNDING (Report of the Director of Social Services - Agenda Item 20):</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1) That approval be granted to Homes for Haringey to negotiate the decent homes deadline with the Department for Communities and Local Government. 2) That the final bid document be agreed by the Director of Social Services, the Executive Member for Housing and the Chair of the Homes for Haringey Board 	<p>DSS</p> <p>DSS</p>
TEX58.	<p>URGENT ACTIONS TAKEN IN CONSULTATION WITH THE LEADER OR EXECUTIVE MEMBERS (Report of the Chief Executive - Agenda Item 21):</p> <p>We noted that the decision taken had been rescinded and was the subject of a report later on the agenda.</p> <p>RESOLVED</p> <p>That the report be noted.</p>	
TEX59.	<p>DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (Report of the Chief Executive - Agenda Item 22):</p>	

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	<p>RESOLVED</p> <p>That the report be noted and any necessary action taken.</p>	
TEX60.	<p>MINUTES OF SUB BODIES (Agenda Item 23):</p> <p>RESOLVED</p> <p>That the minutes of the Executive Procurement Committee held on 26 June 2006 be noted and any necessary action approved.</p>	
TEX61.	<p>RECYCLING SERVICE (Report of the Director of Environmental Services - Agenda Item 24):</p> <p>Appendices to this report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relation to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>With the consent of our Chair further exempt appendices in the form of representations from solicitors acting on behalf of the contractor, a response by the Director of Environmental Services to those representations and a further letter from the solicitors to the contractor were tabled.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1) That the position concerning the progress of negotiations with RWS be noted. 2) That the recycling contract with RWS be terminated and the service be brought back in-house. 	D.Env

GEORGE MEEHAN
Chair

Executive

On 12 September 2006

Report title: **The Council's Performance – June 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 June 2006 using the new balanced scorecard format.

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

The balanced scorecard shows a positive picture for June '06 with traffic lights for excellent services showing that for 67% of indicators, performance is on target or close to the end of year target at the end of the first quarter.

Financial health is also sound with 17/31 indicators achieving green status. However, there are still projected overspends in the Children's Service and Social services budgets which need to be brought in line. Dialogue is under way between relevant executive members and directors and I expect progress to be made in the months to come.

I am pleased to note improvements across many directorates including Children's Services and Environmental Services and it is my hope that performance continues to move in the right direction. Work still has to be done as regards performance in Social Services and Customer Services and I will be meeting with Directors and Executive colleagues in the next month to devise an action plan so we can move forward and provide the best possible services for residents.

3. Recommendations

- 3.1 To note the report.
- 3.2 To agree virements set out in section 13.

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

Head of Legal Services Comments

There are no legal implications

4. Executive Summary

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

4.2 In summary the balanced scorecard shows that for service delivery 67% of indicators are on target or close to the end of year target at the end of the first quarter. For 20 of the 30 (67%) customer focus measures, performance targets are being met or close to being met. For financial health 16 of the 31 measures achieved green status meaning for 77% of indicators performance levels are achieving target or being maintained at an acceptable level. Our organisational development /capacity indicators including the latest staff survey results show that for 13 of the 16 (81%) measures, performance has improved or is being sustained. Overall 70.5% of indicators are achieving or close to achieving target. In addition 62% 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 £3.5m and this is 0.95% 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 (£1.6m), Children's Services £1.8m (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

Strategic Implications

This report monitors Haringey's position in relation to a number of indicators that will be used to assess the Council in the Comprehensive Performance Assessment (CPA). Performance against these measures will determine Haringey's rating in 2007. The

report also gives an indication of the level and quality of services delivered on the ground.

Financial Implications

The revenue budget shows a projected net overspend of £3.5m and this is 0.95% compared to the approved net budget. Remedial action to reduce the net overspend is underway and further proposals to generate savings are also being prepared. Delivery against the approved revenue budget this year is a key component of the Council achieving its financial strategy going forwarding.

The aggregate capital projected position in 2006/07 is currently projected to under spend by £18.1m, this is almost entirely made up of BSF and 6th Form Centre notional figures which were based on very early forecasts of spend. 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.

Legal Implications

There are no specific legal implications arising from this report, however the response rate for freedom of information requests needs to improve significantly to ensure we meet the statutory time limit.

Equalities Implications

Whist equalities is a central thread throughout out the council's performance, this report does highlight some areas with positive results around equalities issues but also some areas where performance needs improvement. For example the pressure on services in Physical and Learning Disabilities combined with the TPCT efficiencies (paras 8.2.2, 3 and 4) is an area of concern, however as this report details the strategy of providing services to help people to stay living in the community will be of benefit to people from black and minority ethnic groups who are high users of community based services. As they are of homelessness service so it is a cause for concern that the prevention of homelessness figures have gone down (BV 213). However on a positive note black and minority ethnic people are high service users of both parks and libraries where we are exceeding targets (paras 8.3.10 & 8.5.2). In terms of our staff profile it is again a mixed picture on equalities issues women top earners (BV11a) and the number of black and minority ethnic staff employed by the council (BV17a) show positive progress but top earners who have a disability (BV11c) or are from black and minority ethnic groups (BV11b) are below target (para 10.6).

Consultation

This report includes a number of resident and staff perception measures and shows how well the Council is performing in this area. The results show the level of satisfaction with the Council currently and should provide a baseline as well as informing action to improve satisfaction levels.

7. Background

- 7.1 This is the regular finance and performance monitoring report for June 2006. It is based on the financial monitoring reports prepared for the budget management meetings held on 19 and 27 July 2006 for period 3 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 £1.8m. This is mainly 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 £0.6m.
- 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 3.
- 8.1.4 The asylum position is largely unchanged since that reported last month with a gross shortfall of £3.1m. This is largely covered by a contingency and assumed special case grant claims for 2005/6 although this leaves a net overspend of £0.6m. 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. The Leader intends to make representations to the government .
- 8.1.5 Although the capital budget is currently projected to underspend by £18.1m, this is almost entirely made up of BSF and 6th Form Centre notional figures which were based on very early forecasts of spend. As reported last month 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 13 statements of special educational need excluding exceptions issued in June were prepared in the 18 week timescale. When exceptions are included 13 out of 14 (92.9%) statements were issued within 18 weeks in June, exceeding the 85% target 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 June '06 the percentage of 16-19 year olds who were not in Education, Employment or Training (NEETs) rose steeply in Haringey to 16.9% against a target of 12.9% for 2006/07. There is now a new national system for allocating NEETs by the postcode of the client rather than the postcode of the office they happen to visit. Connexions have advised that there may also be some data issues and have recalculated figures for April and June '05 under the new

system to see how they compare with the current figures. June '05 figure was 15.2% and it does look as though the new higher figures will not change significantly. The national target level for NEETs is 8.5%.

- 8.1.8 As at June '06, 11.6% of children have had three or more placements exceeding our 13% target. Due to an improvement in recording, this figure is expected to rise slightly but will remain inside the best performance banding and in line with our target.
- 8.1.9 All 45 reviews of children on the register due in June were completed in timescale. (BV162). Excellent performance has been sustained in this area in the year to date with robust systems in place to ensure this continues.
- 8.1.10 There were no adoptions in June '06 (BV163). By the end of July we will have five adoption orders and are on track to achieve a further thirteen, all but four of these children are already placed with the proposed adopters. In addition there are at least six special guardianship orders linked to present proceedings which should be granted in the next six months making a total of 24. Achievement of this underpins the financial savings approved as part of the budget strategy.
- 8.1.11 The unit cost of service per child for both play £4,197 and early years £16,628 are both above the targets set for 2006/07.

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 £623k compared to the £750k reported previously 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 2 has increased from £1.2m to £1.6m. The increase is mainly in the physical disabilities and substance misuse budgets which were understated in period 2. As previously reported the overspend includes 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 £1.6m 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 £1.6m. 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:

- 96.2% of items of equipment were delivered in 7 working days in June exceeding the 88% target set for 2006/07 (*BV56/PAF D54*). This level of performance places Haringey in the top 'very good' banding.
- 121 adults and older people per 100,000 population were in receipt of a direct payment as at June '06 short of the 129 target for the month and a decline on last months performance (*BV201/ PAF C51*). The main cause of the drop in performance is a lower take-up of direct payments from clients with physical disabilities although this service has been the most successful in contributing to the overall target. Performance on this indicator is cumulative with the target of 150 to be achieved by 31 March '07. Projections show that performance in this area is expected to improve next month. The current level of performance places Haringey in the second top 'good' performance banding.

- In the year to June there were 17 admissions scaled up to 32 per 10,000 Older people aged 65 or over admitted on a permanent basis to residential / nursing care (*PAF C72*). 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.
- The unit cost of intensive social care per adult and older client at £712 has increased from 05/06 and is above our target of £590. In addition the unit cost of home care per client at £18.45 is above the 06/07 target of £15.50.

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 initial contact to first 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 June for 51.7% of older clients, the time from first contact to contact with the client was less than or equal to 48 hours and for 43.4% their assessments were completed within 4 weeks. The average of these is 47.6% 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)*
2.5% of Carers for Adults and Older People received a carer's break or specific carer's service in the year to June '06 as a proportion of all Adult clients receiving a community based service. The service are working on a project to pick up information from panels approving these services to compare with information held on the database and the Social Services management team have considered a report on the problems in this area and agreed a way forward to resolve the poor performance.
- *Adults and older clients receiving a review as a percentage of those receiving a service (BV55).*
The service are reporting 40% of adults and older clients receiving a review falling well short of the 60% target for 2006/07. There are a number of outstanding reviews across the client groups and these have been identified as a priority. Each area has started to take action to tackle this problem and the service have moved to a position of reporting this on a weekly basis to monitor progress.

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.

Performance issues in Housing are as follows:

8.2.12 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.

8.2.13 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.

8.2.14 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.

8.2.15 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 as at June '06 remains at 81 weeks against a target of 35 weeks. The service is reviewing the use of hostels as temporary accommodation and at present no new families are being placed in shared facility hostels.

8.2.16 The cost per nightly rated accommodation at £40.91 is slightly above the target of £40.20.

8.2.17 The unit cost per private sector leased dwelling was calculated at £862.57 in June against a target of £842.24 for the year. Higher than expected renewal costs and local market fluctuations have contributed to these increased costs.

8.2.18 BV213 records households who have been prevented from becoming homeless. In June 156 per 1,000 households approached the local authority's housing advice service and had their situation resolved. This level of performance falls short of our target of 400 for 2006/07. Low performance in June occurred as many cases did not enter the system on time for submission but will be included in next month's figures. Early indications from informal sub-regional benchmarking on this new indicator suggest that Haringey's 2005/06 performance was very successful. Haringey's 2005/06 performance was the second best in our benchmarking group (with Barnet, Camden, Enfield, Islington and Westminster) behind Camden. The DCLG said we were doing well.

8.2.19 The average re-let time of local authority dwellings increased to 46.6 days in June against a target of 27 days. This needs to be monitored closely to assess any impact on the rent income target.

Rent Collection

- 8.2.20 Rent collected as at June 06 (*BV66a*) is projected at 95.8% of rent due for the year against a target of 97.5%. Income Collection Teams have been in place since the 8th May and have been 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 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.
- 8.2.21 The percentage of tenants with more than seven weeks rent arrears increased slightly to 14.5% in June remaining short of our target of 10% for 2006/07. 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 the 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 *BV66c* to reduce the numbers of Notices of Seeking Possession served) and early face to face intervention (hence our target at *BV66b* to reduce the number of tenants who owe more than 7 weeks arrears).
- 8.2.22 The proportion of local authority homes which were non 'decent' as at June '06 was 44.5% against a target of 42%.

Repairs

- 8.2.23 In June 91.4% of appointments were made and kept based on data taken from our IT system.
- 8.2.24 The average time to complete non-urgent responsive repairs reduced to 11.9 days in June against a target of 14 days. The year to date position at 15.2 days still falls short of the 14 day target. These figures include private contractors without any exclusions for planned maintenance.
- 8.2.25 The percentage of urgent repairs completed within Government time limits improved to 95.2% in June although 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. A shortfall of £200k is currently projected against parks income due to only one concert being scheduled in Finsbury Park against the budget that assumes 5 concerts. Proposals are being explored to more actively promote venues amongst a number of promoters rather than focusing on one promoter. This £200k shortfall in parks income will be found from other compensatory savings. Capital is projected to spend at budget.

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

8.3.3 The annual projected cost of household waste collection per tonne at £73 is just above the revised budget target of £72 for 2006/07. This is due to additional costs arising from an industrial action dispute and the Council's one-off contribution towards keeping services running and resolving the dispute.

Performance highlights and issues in Environment are:

8.3.4 20% of household waste was recycled or composted in June '06 against a target of 22% for 2006/07. Performance was slightly down on May and the reduction was due to continued high levels of household residual waste together with a reduction in the amount of dry recyclables collected (cans, glass, paper, plastics etc.)

8.3.5 Waste Minimisation performance in June was outside the CPA upper threshold and performance has slipped outside the London top quartile although the waste tonnage for June was slightly lower than May. This impacts on the recycling rate. And an investigation is being conducted into household waste flytipping tonnages to try to identify why tonnages have increased to current levels. It is expected that this investigation will be completed by the end of July.

8.3.6 Waste collections missed per 100,000 at 124 in June '06 was inside our target of 130 although a slight increase on the number recorded for April and May.

8.3.7 27 out of 29 minor planning applications (93.1%) were determined in 8 weeks in June exceeding our 83% target and beating the government target.

8.3.8 42% of planning application appeals have been allowed against the authority's decision to refuse permission. This relates to 18 out of 43 cases in the first quarter and is above our 30% target for 2006/07.

8.3.9 There were 112,541 visits to our sports and leisure centres in June '06, seasonally adjusted this equates to 1,120,812 visits. June performance is up 3.45% against target and the accumulative position is up nearly 3%. Attendances were down at Park Road pool but this was due to enforced closure of the centre for 4 days.

8.3.10 The parks cleanliness index of 85 in the year to June, continues to exceed target with a good overall standard being sustained across the borough particularly during periods of more intensive use. 7 of our parks have been awarded Green Flags, up from 4 in 2005 and the highest amongst London Boroughs, meeting our stretch target.

8.3.11 The average number of days to repair streetlights was 1.9 days in June 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 June exceeds the target of 20 days. EDF have provided a dedicated fault repair team to Haringey and we have seen a considerable improvement in performance.

- 8.3.12 There have been 28 people killed or seriously injured (KSI) in the period January to March '06, 12 of these in March. Although the trend is down on last year it remains up when compared with the 1994-1998 baseline and is inside the target of 124 KSIs for the calendar year 2006.

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 £400k under-achievement of commercial rent income of which £300k is in Technopark and £100k on Industrial and Commercial/Community Buildings portfolios. The projection has increased from the £189k shortfall reported for Property Services in period 2 following a review undertaken. Number of vacant units has recently grown and the service is carrying out marketing to attract new tenants. In particular Property Services have commenced a review of Technopark to identify how to reduce this potential shortfall. There are no capital budget variations reported at this stage.

Council Tax and Business Rates

- 8.4.2 93.9% of Council tax has been collected in June exceeding the 93.75% target although the year to date position is still slightly short of the target. (BV9) Performance has remained constant over the first quarter.
- 8.4.3 The collection of business rates in June '06 at 99.4% exceeded the set target. (BV10)

Invoice payments (BV8)

- 8.4.4 83.1% of invoices were paid in 30 days in June and 84.5% 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 reduced to 49 days in June. Performance has begun to improve as the service continue to identify the current barriers to achieving standard.
- 8.4.6 Performance on the amount of Housing Benefit overpayments recovered over the first quarter has been encouraging and the year to date position of 62% exceeds the annual performance standard and target.

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 174,735 visits to our libraries in June '06 equating to just over 9.3 visits per head of population in a year exceeding our target for 2006/07 of 9 visits per head.
- 8.5.3 The cost per visit/ interaction to our libraries in the year to date is £2.28.
- 8.5.4 There were 179 domestic burglaries in June which seasonally adjusted and scaled to an annual equivalent is inside the target. However burglaries in the first quarter (660) when seasonally adjusted and scaled to an annual equivalent @ 2,980 are outside the target of 2709 for 06/07.

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 residents 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 residents 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. The first quarter saw a disappointing start to the year. In June 161 (71.6%) 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, 11 out of 14 (78.6%) of complaints were resolved within the 25 working day timescale in June, closer to the 80% target but the year to date position of 64.5% still falls short of the target.
- 9.5 These figures include the performance of Homes for Haringey. If these are removed, the performance for Council services to the end of June rises to 76.5% for stage 1, but falls to 62.8% at stage 2.
- 9.6 In the first quarter thirteen stage 3 complaints (independent review) were received and completed with just one falling outside the new 20 working day timescale.
- 9.7 Of the 402 Members enquiries cases closed in June 06 315 (78.4%) were handled within the 10 working day timescale falling short of the 90% target. Excluding Homes for Haringey, 285 out of 323 cases were within timescale in June, 88.2%, and in the year to date 759 out of 898 cases, 84.5%.

- 9.8 54% of Freedom of Information (Fol) requests were actioned within the 20 day timescale in June excluding Homes for Haringey requests against a target of 70%.
- 9.9 79.4% of Council wide calls were answered within 15 seconds in June, exceeding the target of 77%.
- 9.10 Customer Services performance is starting to show improvement. 33.5% of call centre calls were answered within 15 seconds in June although still well short of the 70% target for the year. In addition the average queuing time in June reduced to 1 minute 17 seconds from over 3 minutes in April.
- 9.11 The cost per transaction for customer services is £4.40. This is the total cost of customer services not excluding corporate activities. The benchmark is the 05/06 outturn of £4.43.

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 staff survey results are now available and feed into our scorecard. The measures reported on show where we have made progress in the areas we were targeting and ensure a continued focus on maintaining high standards of competence so that our staff have the capability and skills to deliver the business of the council.
- 10.2 The staff survey results show that 90% of staff understand Haringey's aims and objectives up from 82% in 2005 and 94% understand how the work they do helps Haringey achieve these. These are real strengths and 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 decreased slightly to 75% although this compares well against other organisations of a similar size and complexity. The Finance Directorate and temporary staff were identified as areas for development in the survey. Although our target of 77% was not achieved overall this area was still considered strength in Haringey. 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.
- 10.4 Four new measures were included in the staff survey key to the new Investors in People (IIP) standard and designed to provide baselines against which the organisation can measure how well it is living our agreed way of working i.e. our values. The results show strengths in involving staff in decision making affecting their work (64%), belief that our staff work with integrity and deliver on what we promise (59%) and staff being proud of the work they do (73%). An area identified for development where small improvements may be needed is the belief that people in different parts of the Council work well together.

10.5 Overall the Investors in People analysis across 10 main indicators and evidence requirements shows that we have achieved green status (a strength) in 8 of the 10 measures and Amber status (room for some improvement) for the remaining 2. The results of the survey were positive but there remain some areas where further work will be required.

10.6 Some indicators in relation to our staff profile are also included in this report. These show some positive progress against target in the following areas:

- 44.8% of staff are from minority ethnic communities
- 58.4% of the top 5% of earners are women
- Employees retiring early or on the grounds of ill health are well within target

And some areas where performance is not reaching the target:

- 18.2% of the top 5% of earners are from minority ethnic communities against a 26% target
- 2.5% of the top 5% of earners declare that they meet the Disability Discrimination Act disability definition against a target of 4.9%

Sickness

10.7 The average number of working days lost to sickness per full time equivalent employee in June '06 is 8.23 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 that for service delivery 67% of indicators are on target or close to the end of year target at the end of the first quarter. For 20 of the 30 (67%) customer focus measures, performance targets are being met or close to being met. For financial health 16 of the 31 measures achieved green status meaning for 77% of indicators performance levels are achieving target or being maintained at an acceptable level. Our organisational development /capacity indicators including the latest staff survey results show that for 13 of the 16 (81%) measures, performance has improved or is being sustained. Overall 70.5% of indicators are achieving or close to achieving target. In addition 62% of indicators have maintained or improved performance since the end of last year.

12 Summary - Budget Monitoring

12.1 Overall revenue budget monitoring shows a projected net overspend of £3.5m and this is 0.95% compared to the approved net budget. Therefore this is rated amber as this variation is between 0.5% and 1%.

12.2 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)	215.7	1.8
Social Services	54.3	1.6
Housing	(1.3)	(1.0)
Environment	51.6	0.3
Finance	9.2	0
Chief Executive's	22.2	0
Non-service revenue	14.8	0.8
Total	366.5	3.5

12.3 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.

12.4 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 £18.1m, this is almost entirely made up of BSF and 6th Form Centre notional figures which were based on very early forecasts of spend. 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	62.1	7.1	(18.1)
Social Services	7.4	0.1	0
Housing – General Fund	2.6	0.2	0
Housing – HRA	19.2	0.6	0
Environment	20.2	1.7	0
Finance	5.6	0.7	0
Chief Executive	14.0	1.2	0
Total	131.1	11.6	(18.1)

13. Financial administration

13.1 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.

13.2 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.

13.3 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.

13.4 Proposed virements are set out in the following table:

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
3	Various	Rev*	8,214		Approved NRF external funding for 2006/07.
3	Various	Cap*	550		Approved NRF external funding for 2006/07.
3	Various	Cap*	970		Approved SSCF external funding for 2006/07
3	Children	Rev	141	141	Redistribution of capital charges and corporate overheads arising from Children Services restructuring.
3	Children	Rev*	-14,876	-15,479	"
3	Children	Rev*	293	293	"
3	Children	Rev*	14,442	15,045	"

3	Environment	Rev	162	162	Removal of invest to save budget as funding is no longer available.
3	Various	Rev*	231	387	Transfer of outstanding funds to Customer Services in line with the approved strategy.
3	Chief Executives, Environment	Rev	150	150	Transfer of Key Sites budget from Chief Executives to Environment.
3	Chief Executives	Cap*	415		Additional approved funding from HERS2 (£147k), HERS3 (£79k) and for Hornsey High Street project (English Heritage £89k, S106 £97k, Private £6k and Council £10k).
3	Chief Executives	Cap*	634		Rangemoor Road approved scheme funded £407k from LDA and £227k from ERDF.
3	Chief Executives	Cap	-111		Adjustment of Seven Sisters budget to agree with approved allocation.
3	Chief Executives	Rev	113		Additional funding for Youth Inclusion & Support Panel (£35k), Junior Youth Inclusion project (£38k) and Job Centre Plus scheme (£40k).
3	Chief Executives	Rev*	316	-558	Adjustment of Youth offending budgets to reflect external funding approvals.
3	Chief Executives	Rev*	662		NDC projects funded from Laurels health income (£285k) and balance of revenue grant allocation.
3	Environment	Rev*	-357	-357	LRF funding now ended and is now supported from the mainstream budget..
3	Environment	Cap*	150		Additional TFL funding for the Stroud Green 20mph zone project.
3	Environment	Cap	-63		Reduction in Street lighting budget to fund previous years overspend.

14. Recommendations

14.1 To note the report.

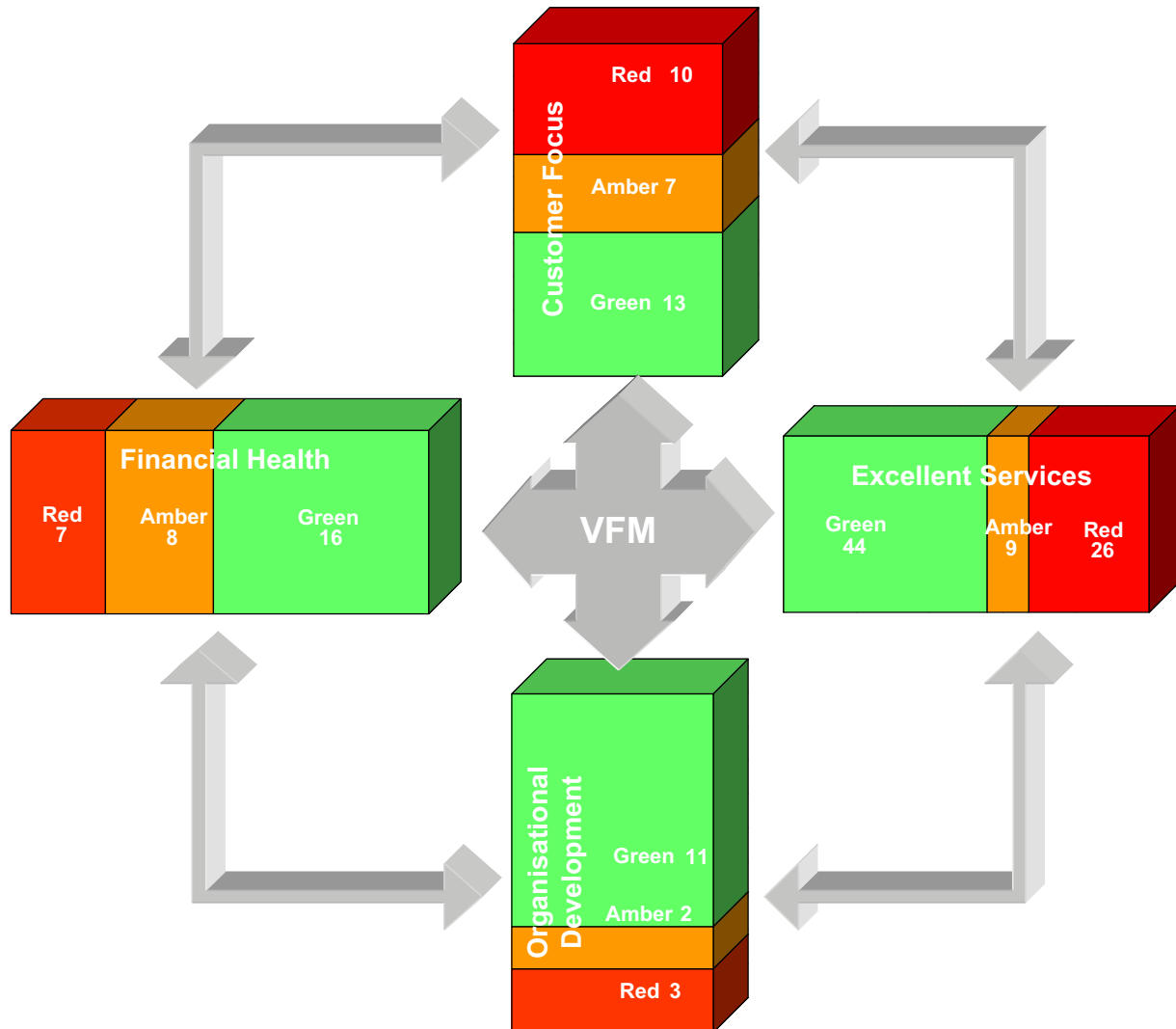
14.2 To agree the virements set out in section 13.

15. Use of Appendices

Appendix i. June balanced scorecard/ Performance summary

June 2006

Haringey Corporate Scorecard



Monthly Performance Review - 2006/07

June 2006

Key:



Same as last year



Better than last year



Worse than last year

Red

Performance missing target

Amber

Performance close to target

Green

Performance on target

Persp ective	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.														→	
		13 cases in Jun; 36 cases in Apr-Jun.														100%	
		100%	100%	100.0%	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.														↑	
		13 cases on time out of 14 in Jun; 36 out of 40 in Apr-Jun														90.0%	
		85%	94.1%	77.8%	92.9%										Green	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 March <i>CPA Key Threshold</i> 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														↑	
																11.6%	
		13%	10.5%	11.1%	11.6%										Green	Green	13%
Excellent services		Not in Education, Employment or Training (NEETs)														↑	
		The June adjusted NEET figure has shown a very steep rise in Haringey. There is now a new national system for allocating NEETs by the postcode of the client rather than the postcode of the office they happen to visit. Connexions who manage the data have also advised that there are some issues with the data which are being looked at. They are also looking at recalculating last April and June figures under the new system to see how they compare with current figures. However it does look as though the figures may not change significantly from the new higher figures.														16.9%	
		14.8%	10.3%	10.6%	16.9%										Red	Red	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 <i>LPSA Indicator Target 65% based on 60-70 clients</i> Considerable work continues in the Leaving Care Team around this year's cohort to further improve on last year's achievements														↑	
																83.30%	
		68%	25.0%	62.5%	83.3%										Green	Green	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 <i>CPA Key Threshold</i> Excellent performance has been sustained in this area in the year to date with robust systems in place to ensure this continues.														100%	
		99%	100.0%	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. <i>CPA Key Threshold</i> We expect to achieve 23 adoptions this year. By the end of July we will have five adoption orders and are on track to achieve a further thirteen, all but four of these children are already placed with the proposed adopters. In addition there are at least six special guardianship orders linked to present proceedings which should be granted in the next six months making a total of 24.														↓	
																0.90%	
		6%	0.0%	3 adoptions 0.9%	0.0%										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%	
		92%	87.0%	89.0%	92.0%										Amber	Amber	96%
Customer Focus	Local	Children's act complaints - Stage 1 responded to in 14 days														→	
		6 out of 9 cases closed in the year to date were on time, 2 out of 3 in June.														67%	
		69%	66.7%	66.7%	66.7%										Red	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	None												40%
Financial Health	Unit Cost	Cost of service per child (Play)														4,197	
		£	3,341	3,806	4,197										Red	Red	2,763
Financial Health	Unit Cost	Cost of service per child (early years)														16,628	
		£	16,687	16,687	16,628										Red	Red	14,606

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	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
Children's Services Other indicators																	
Excellent services	BV 45	% of half days missed due to absence in secondary schools maintained by the local education authority.															Target 05/06
																	8.8%
		8.63%													Green	8.4%	
Excellent services	BV 46	% of half days missed due to absence in primary schools maintained by the local education authority.															Target 05/06
																	5.9%
		6.41%													Red	5.6%	
Environment Monthly indicators																	
Excellent services	BV 109a	% of major planning applications determined within 13 weeks (Gov't target 60%)															
		CPA Key Threshold 2 out of 4 done on time Apr-Jun, and 1 out of 2 in June														↓	
		86.05%	50%	no cases	50%										Red	82%	
Excellent services	BV 109b	% of minor applications determined in 8 weeks (Gov't target 65%)															
		CPA Key Threshold 27 out of 29 on time in Jun. 123 out of 134 in Apr-Jun.														↑	
		81.52%	89.5%	93.8%	93.1%									Green	Green	83%	
Excellent services	BV 109c	% of other applications determined in 8 weeks (Gov't target 80%)															
		CPA Key Threshold 102 out of 110 on time in June, 341 out of 364 in Apr- June														↑	
		92%	98%	90.6%	92.7%									Green	Green	92%	
Excellent services	BV 204	% planning application appeals allowed against the authority's decision to refuse.															
		7 out of 18 in Jun, 18 out of 43 in Apr-Jun														↓	
		32%	43.8%	44.4%	38.9%									Red	Red	30%	
Excellent services	BV 215a	Average days to repair street lighting faults (except faults relating to power supply - see below)															
		Excellent performance and the trend is expected to be sustained throughout the year.														↑	
		1.92	2.08	1.68	1.91									Green	Green	3.50	
Excellent services	BV 215b	Average days to repair street lighting power supply related faults, once they are with our District Network Operator (DNO)															
		Our District Network Operator (electricity supplier) is EDF EDF fault repairs has now shown a considerable improvement. This improvement is due to EDF dedicating a faults team to the Borough.														↑	
		21.96	9.75	2.13	3.73									Green	Green	20.0	
Excellent services	BV 218a	% of reports of abandoned vehicles investigated within 24 hrs of notification															
		Excellent performance and the trend is expected to continue.														↑	
		96.0%	94.2%	100.0%	97.9%									Green	Green	90.0%	
Excellent services	BV 218b	% of abandoned vehicles removed within 24 hrs (from when the LA is legally entitled to remove them)															
		Excellent performance. This is the first time we have achieved 100% result since the introduction of this BVPI.														↑	
		93%	92.6%	96.8%	100.0%									Green	Green	90%	

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 82ai+bi	% of household waste which has been recycled or composted <i>CPA Key Threshold</i> The recycling rate of 20% is slightly down from May. The reduction was due to the continued high levels of household residual waste together with a reduction in the amount of dry recyclables collected (cans, glass, paper, plastics, etc.)																
																19.98%		
		19.8%	19.4%	20.4%	20.02%										Red	Red	22%	
Excellent services	BV 84a	Kg of household waste collected per head (seasonally adjusted annual equivalent) <i>Amber is awarded if performance is top quartile (London 2005/06 est.). CPA upper threshold is 355</i> The waste tonnage for June was slightly lower than May but is still above target and this impacts on the recycling rate. An investigation is being conducted into the household waste tipping tonnages to try to identify why tonnages have increased to current levels. It is expected that this investigation will be completed by the end of July 06.																
																385.60		
		364.40	357.60	408.28	389.9										Red	Red	355	
Excellent services	BV 99a	Number of casualties - People killed or seriously injured (KSI). Seasonally adjusted annual equivalent. <i>Figures here (actuals) are the latest available from TfL. Trend arrow is from 1994-8 average.</i>																
		2005	Jan	Feb	Mar											112 (28)		
		94	70 (6)	130 (10)	139 (12)										Amber	Green	124 in 2006	
Excellent services	BV 99c	Number of casualties - People slightly injured. Seasonally adjusted annual equivalent (actual) <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											485 (121)		
		712	546 (47)	532 (41)	370 (32)										Green	Green	849 in 2006	
Excellent services	Was BV 88	Number waste collections missed per 100,000 household waste collections (from Accord) The target has been achieved again this month.																
																119.46		
		129.41	113.39	121.08	123.95										Green	Green	130	
Excellent services	Local	Sports & Leisure usage (seasonally adjusted annual equivalent) <i>Figures seasonally adjusted to a profile supplied by Recreation.</i> June performance up 3.45% on target, and accumulative position up nearly 3%. Attendances down at Park Road, but this was due to enforced closure of the centre for 4 days																
																1,115,156		
		910,749	1,070,115	1,148,567	1,120,812										Green	Green	1,083,445	
Excellent services	Local	Parks cleanliness Index <i>to be phased out as BV199 becomes available more regularly</i> Good overall standard being sustained across the borough particularly during periods of more intensive use																
																85.04		
		80.92	84.10	86.87	83.70										Green	Green	80	
Excellent services	CPA E32	Trading standards visits to high risk premises. % done of those due. Those inspections due but not done in June have now (mid July) been completed and we will be back to 100% YTD figure by August . The reporting software (Crystal) has been unreliable, but the matter is now in hand.															78% (14 out of 18)	
		100%	100% (1 visit)	100% (5 visits)	67% (8 visits)										Amber	Green	75	
Excellent services	BV217	Pollution Control - % of improvements carried out of those due <i>Calculated as 100% - % of those due not carried out.</i> There are no outstanding improvements required in respect of our EPA permitted processes. The majority of the premises are spray booths / car repair workshops which are using new technology and who have over time moved to the latest water based alternatives.															None due	
		100%	100%	100%	100%												99%	
Financial Health	Local	Debt recovery – parking income recovery target (%) The recovery rates for April, May and June remained at 61%. It is anticipated that the performance level will be maintained to year end.															61%	
			61%	61%	61%										Green	Green	61%	
Financial Health	Unit Cost	Projected waste collection costs per tonne The annual projected performance level, as at period 3, continues to be slightly above target reflecting a projected overspend on the contract due to additional costs arising from industrial action dispute and the Council's one-off contribution towards keeping the service running.															£73	
		£	£72	£73	£73										Amber		£72	
Financial Health	Unit Cost	Projected net cost of service per parking ticket issued <i>Surplus shown as minus (-)</i> The annual projected performance level, as at period 3, continues to be on target, although it should be noted that a high degree of risk is attached to achieving the budgeted level of parking income which is dependant upon a number of proposals being implemented, e.g. planned cpz programme for 06/07, as per the parking business plan.															-13.4	
		£	-£13.40	-£13.40	-£13.40											Green		-13.4

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
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.															
																92.61%	
		91%	91.9%	94.51%	91.4%									Red	Red	99%	
Excellent services	BV 212 LHO 4 HfH	Average relet times for local authority dwellings let in the financial year (calendar days) Was BV 68															
																40.96	
		29.00	33.63	38.04	46.58									Red	Red	27	
Financial Health	BV 66a HfH	Local authority rent collection and arrears: proportion of rent collected Year to date only															
																95.8%	
		97%	93.5%	96.0%	95.8%									Red	Red	97.5%	
Financial Health	BV 66b HfH	Percentage of tenants with more than seven weeks rent arrears															
																14.5%	
		13.1%	13.6%	14.2%	14.5%									Red	Red	10.0%	
Excellent services	(BV73) LHO 6 HfH	The average time taken to complete non-urgent responsive repairs (calendar days)															
																15.23	
		13.98	17.71	16.86	11.87									Green	Red	14	
Excellent services	(BV 72) LHO 5 HfH	The % of urgent repairs completed within Government time limits.															
																94.8%	
		98%	95.9%	93.4%	95.2%									Amber	Amber	97%	
Excellent services	BV 184a 2007/8 HfH	The proportion of local authority homes which were non 'decent' As this pi is measured at the beginning of the year we always know the outturn in advance . Year to date only. 05/06 outturn 50% 06/07 outturn 44.7%. Monthly target based on 0.225% reduction each month.															Target 07/08
																44.5%	
		44.7%	44.5%	44.4%	44.5%									Amber	Amber	42%	
Financial Health	Unit Cost HSG	Cost per Private Sector Lease Higher than expected renewal costs and local market fluctuations have contributed to these figures.														£ 862.57	
			£872.65	£852.43	£862.57									Amber	£842.24		
		Cost per Nightly Rated Accommodation Higher than expected renewal costs and local market fluctuations have contributed to these figures.														£ 40.91	
Financial Health	Unit Cost HSG															Amber	£40.20
			£40.77	£40.71	£40.91												
Excellent services	BV 64 HSG	Private sector dwellings that are returned to occupation or demolished during the year as a direct result of action by the local authority. (Annual equivalent).															
																112 (actual 28)	
		414	48 (actual 4)	132 (actual 11)	156 (actual 13)									Green	Green	100	
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.															
		We are currently reviewing the use of hostels as temporary accommodation. At present, no new families are being placed in shared facility hostels.														0	
		0	0	0	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. Indicator for 05/06 onwards changed in May 2006 to exclude hostel provision ending prior to April 2004.															
																81.21	
		54.65	Nil	81.21	Nil									Red	Red	35	
Excellent services	based on BV 213 HSG	Approaches from households who considered themselves as homeless to the local housing authority's housing advice service where advice/intervention resolved their situation. Annual equivalent shown															
		Some June cases were not recorded in time for this report, making the figure low, but these cases have been counted as July cases (having been closed on the database in that month). Changes have been made to the database to correct this problem. Haringey's 2005/06 performance was the second best in our benchmarking group (with Barnet, Camden, Enfield, Islington and Westminster) behind Camden. The DCLG said we were doing well.														248	
			264	324	156									Red	Red	400	
Excellent services	BV 54 C32 Soc	Older people helped to live at home per 1000 population aged 65 or over															
		Performance has dropped due data cleansing on Framework I - still remains in top paf banding														155	
		163	156	156	155									Green	Green	121	

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 55 D40	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>															
	Soc	There are a number of outstanding reviews across our client groups and this has been identified as a priority. Each area has started to take action to tackle this problem and we have moved to a position of reporting on this on a weekly basis to monitor progress.														40%	
		44%	43.0%	42.0%	40.0%										Red	60%	
Excellent services	BV 56 D54	% of items of equipment & adaptations delivered within 7 working days <i>CPA Key Threshold</i>															
	Soc	Exceptional performance this month places us well within top performance for this PI 496 items of equipment and adaptations were delivered and 477 were delivered within the 7 working days time frame														91%	
		86%	85.0%	91.7%	96.2%										Green	88%	
Excellent services	BV 58 D39	% 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>															
	Soc	We are expecting to start to see an improvement in this area. Staff have been instructed as and when reviews are completed they must remember to enter on the system that they have issued a statement of need. It is important to understand that whilst we may put this on for new clients coming into the system if our existing clients indicate that they have not had their statement we will not show the improvement needed here - so the review process will help us tackle that.														64%	
		69%	64.0%	64.0%	64.0%										Red	84%	
Excellent services	BV 195 D55	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>															
	Soc	D55i - For new older clients where contact is less than or equal to 48 hours - 51.7% D55ii - For new older clients where contact is less than or equal to 4 weeks - 43.4% We are now looking at data in this area on a weekly basis and investigation what the issues are around performance														48%	
		59%	58%	53%	47.6%										Red	71%	
Excellent services	BV 196 D56	Acceptable waiting time for care packages - % where the time from completion of assessment to provision of all services in a care package is less than or equal to 4 weeks <i>CPA Key Threshold. This PI is based on acceptable waiting times for care packages for new older clients (65+).</i>															
	Soc	Performance has improved this month and we are now providing weekly reports on this to our management team.														78%	
		74%	78.9%	71.1%	78.4%										Red	87%	
Excellent services	Paf C72	Older people aged 65 or over admitted on a permanent basis in the year to residential or nursing care per 10,000 older people population <i>CPA Key Threshold (using 2004 mid year estimate population of 21,000)</i>															
	Soc	This is a projected outturn based on April, May and June's performance of 17 permanent admissions and still places our performance within the top performance band for this PI														32	
		70	34.30	37.00	32.00										Green	70	
Excellent services	Paf C62	The number of carers for Adults & Older People receiving a carer's break or specific carer's service as a proportion of all Adult clients receiving a community based service															
	Soc	Currently we are unable to use Framework I to collect the relevant information to accurately report on performance in this area. We are currently working on a project to pick up information from the panels approving these services to compare the manual system to our database. DMT have considered a report on the problems in this area and have agreed a way forward to resolve this problem.														2.5%	
		6%	5.0%	3.0%	2.5%										Red	12%	
Excellent services	BV 201 C51	Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (age standardised) <i>CPA Key Threshold</i>															June Target
	Soc	The main cause of the drop in performance this month is the physical disabilities service which has been the most successful in contributing to the overall target. Our projections show that we will show an improvement in this area next month.														121	129
		122	122	124	121										Red	150	
Customer Focus	Local	NHS & Community Care Act Complaints - Stage 1 responded to within 14 days															
	Soc	Ten out of 12 cases responded to on time, 2 out of 3 in June														83%	
		71%	100.0%	80.0%	66.7%										Amber	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%	None										Red	50%	
Financial Health	Unit Cost Paf B17	Cost of home care per client															
	Soc	£18.45	£18.45	£18.45	£18.45										Red	£18.45	£15.50
															Red	Red	
Financial Health	Unit Cost Paf B12	Cost of intensive social care per client															
	Soc	£619.00	£632.00	£661.00	£712.00										Red	£712	£590
															Red	Red	

Pers pective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Social Services other Indicators																	
Excellent services	BV 214	Proportion of households accepted as homeless who have been previously accepted as homeless within last two years														→	
	HSG	2.1% of accepted homeless applications in the first quarter of 2006/07 were from applicants who had been accepted in the last two years.														1.55%	
		1.55%			2.1%											Green	8%
Excellent services	HSG	Supporting People KPI 2 (Client Group)															
					46.3%												
Excellent services	HSG	Supporting People KPI 1 (Client Group)															
					96.5%												
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														↓	
																84.5%	
		89%	88.3%	81.9%	83.1%										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 has remained constant over the first quarter.														93.41%	
		93.35%	93.7%	93.0%	93.9%										Green	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 has remained constant over the first quarter.														99.4%	
		98.98%	99.3%	99.4%	99.4%										Green	Green	99%
Excellent services	PM1	Average speed of processing new claims (Standard 36 days) Measured in days Performance has began to improve as we continue to identify the current barriers to achieving standard.														↓	
																51.93	
		41	50	56	49										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 quarter has been encouraging and on target to meet the annual performance standard.														62%	
		54%	66%	51%	58%										Amber	Green	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.														↑	
		The monthly performance output is cumulative and on course to meet the annual target.														0.3%	
		4%	2.9%	0.2%	0.3%										Green	Green	2%
Excellent services	PM11	What is the percentage of data-matches resolved within 2 months?														→	
		Excellent monthly performance continues														100%	
		100%	100.0%	100.0%	100.0%										Green	Green	91%
Financial Health	Fin 1	Overall revenue budget monitoring Net overspend variance under 0.5% green, 0.5% to 1.0% amber, over 1.0% red															
			0.4%	0.9%	1.0%										Amber	Amber	
Financial Health	Fin 2	Overall capital budget monitoring Net overspend variance under 0.5% green, 0.5% to 1.0% amber, over 1.0% red															
			0.0%	0.0%	0.0%										Green	Green	
Financial Health	Fin 3	Projected general fund reserves – projected unplanned use of balances Under 20% green, 20% to 40% amber, over 40% red															
			12.0%	12.0%	12.0%										Green	Green	
Financial Health	Fin 4a	Treasury management- Exposure to Variable interest rates - Remain within upper limit of 30% = green, between 30% and 50% amber, over 50% red															
			0.0%	0.0%	0.0%										Green	Green	
Financial Health	Fin 4b	Treasury management - Authorised Limit for external debt - remain within 95% = green, 95% to 100% = amber, over 100% = red															
			91.2%	91.2%	91.2%										Green	Green	
Financial Health	Fin 4c	Treasury management - The Council's operational boundary for external debt. - remain within 95% = green, 95% to 100% = amber, over 100% = red															
			94.3%	94.3%	94.3%										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	Unit Cost	Cost of office accommodation per sq metre (corporate property)																
		This is an annually calculated figure produced to arrive at the annual charge out of office accommodation and is based on budgeted figures and m2 managed at that time. Obviously we are keeping the actual expenditure under review as well as any material increases in m2. These are likely to be only variants so the figure will not be changed monthly														£214.91		
		£230.13	£214.91	£214.91	£214.91										Green	Green	£214.91	
Finance Services other indicators																		
Excellent services	BV 156	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people Data for this indicator will be reported on quarterly. Adaptation work in relation to the Disability Discrimination Act is continuing with the work expected to complete by the end of the calendar year. Some of the adaptation work will improve our performance to BV156 (known as Document M compliance). Independent surveys, for audit purposes, of these buildings are being commissioned following the adaptation work that should result in BV 156 performance coming in above the target during the latter part of the year.																
		27%														Green	Green	28%
Excellent services	PM2	Percentage of new claims outstanding over 50 days (Standard 10%) Performance has improved and we expect further improvement with the recent introduction of 'claims management' software.																
		172314														Amber	Red	12
Financial Health	PM5	Average speed of processing change of circumstances (Standard of 9 days – subject to review) Measured in days The performance indicator is being reviewed by the DWP due to the introduction of changes last year. However performance has improved over the first quarter.																
		37282719														Green	Amber	20
Excellent services	PM6	Performance Indicator for accuracy – percentage of cases for which the calculation of the amount of benefit due is correct (Standard 98%)																
		96%														Amber	Amber	99%
Excellent services	PM10	What is the percentage of interventions when review action commenced in the last quarter against the annual target? Performance is exactly on target to achieve 100% at year end																
		105%25%														Green	Green	100%
Excellent services	PM12	What is the percentage of visits carried out against the annual target? Following a slow start to the year, the first quarter is slightly behind the target of 25%, but we fully expect this to be made up in the next quarter																
		118%20%														Green	Green	100%
Excellent services	PM13	What is the number of fraud referrals received? 2005 / 06 - No Target - Actual 12																
		1213.2														Amber	Amber	15
Excellent services	PM15	What is the number of fraud investigations closed? 2005 / 06 - Target 6 - Actual 8 Performance is on target to achieve 8 at the end of the year.																
		82.8														Green	Green	8
Excellent services	PM16	What is the number of successful sanctions? 2005 / 06 - Target 2.5 - Actual 2.4 Performance is often worse in Q1 but has already picked up in July																
		2.41.09														Red	Red	3
Financial Health	Unit Cost	Cost per housing benefit application To be produced quarterly																
		£117£34.54																
Chief Executive's Monthly indicators																		
OD	BV 12	Working days lost due to sickness per FTE employee FTE = full time equivalent. Shown as annual equivalent. The year to date figure includes some late reported sickness inevitably missing from Monthly figures																
		10.375.48.258.23														Green	Green	8.8

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	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>															
																9,530	
		9,850	9,016	10,267	9,348										Green	Green	9,000
Customer Focus	Local	Members' Enquiries, percentage responded to within 10 working days															
		315 on time in June, 851 in the year to date														80%	
		85%	84.0%	76.6%	78.4%										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>															
		161 on time in June, 398 in the year to date														70.8%	
		80%*	70.6%	70.1%	71.6%										Red	Red	80%
Customer Focus	Local	Service investigation complaints (stage 2) responded to within 25 working days															
		11 on time in June, 40 in the year to date														64.5%	
		74%	62.5%	58.3%	78.6%										Amber	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>															
																92.3%	
		94%*	100.0%	100.0%	83.3%										Amber	Green	90%
Customer Focus	Local	Freedom of information act replies within 20 day time scale <i>From June, this PI excludes HfH FOI requests</i>															
		11 on time in June, 40 in the year to date														60%	
		65%	66%	59%	54%										Red	Red	70%
Customer Focus	Local	Waiting times - % personal callers to Customer Service Centres (CSC) seen in 15 minutes															
		Performance dip. 10.6% increase in customer contact against previous year														47.9%	
		63%	41.1%	54.1%	47.8%										Red	Red	70%
Customer Focus	Local	Switchboard - Telephone answering in 15 seconds															
		Resources continue to be used elsewhere within Customer Services														96.5%	
		98%	97.9%	96.3%	95.4%										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) From June, this excludes HfH telephone performance.</i>															
																79.3%	
		79.3%	78.7%	79.7%	79.4%											Green	Green
Customer Focus	Local	Call Centre: Calls answered in 15 Secs as % of calls presented															
		24% (6,864) reduction incoming calls in June- improved service level														18.9%	
		55%	11.4%	12.7%	33.5%											Red	Red
Customer Focus	Local	Call Centre: Calls answered as percentage of all calls presented															
		Improved service level -reduction in calls from previous month														71%	
		86%	66.4%	64.8%	83.0%											Red	Red
Customer Focus	Local	Call Centre: Average queuing time <i>Min:Sec</i>															
																02:25	
		00:49	03:14	02:56	01:17											Red	Red
Financial Health	Unit Cost	Cost per transaction (customer services)															
		This is the total cost of CS, not excluding Corporate activities. The benchmark is the 05/06 out-turn of £4.43. Because of the transactions varying according to the no.of working days each month, the measure will be the year to date figure which removes this complication.														£4.40	
		£ 4.43	£ 4.80	£ 4.33	£ 4.08											Green	Green
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.														£2.28	
			£2.21	£2.02	£2.44												
Excellent services	BV 126 (part)	Domestic burglaries, annual equivalent seasonally adjusted to 2005/06 figures															
																2,980 (actual 660)	
		2,851	3,352 (actual 241)	2,949 (actual 240)	2,430 (actual 179)											Green	Red
Chief Executive's Other indicators																	
OD	BV 14	Employees retiring early (excluding ill-health retirements) as a % of the total work force <i>Annual equivalents shown</i>															
		One Early retirement in the first quarter														0.06%	
		0.09%			0.06%											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
OD	BV 15	Employees retiring on grounds of ill health as a % of the total workforce <i>Annual equivalents shown</i>															
		Three Ill Health Early retirements in the first quarter														0.19%	
		0.13%			0.19%										Green	Green	0.30%
OD	BV 17a	The percentage of staff from minority ethnic communities															
																44.8%	
		44.6%			44.8%										Green	Green	39.3%
OD	BV 11a	The percentage of top 5% of earners that are women															
		Data for this indicator will be reported quarterly.														58.4%	
		55.9%			58.4%										Green	Green	50%
OD	BV 11b	The percentage of top 5% of earners from ethnic minority communities															
		Data for this indicator will be reported quarterly.														18.2%	
		21.1%			18.2%										Red	Red	26%
OD	BV 11c	The percentage of top 5% of earners declaring they meet the Disability Discrimination Act disability definition <i>New for 2005/06</i>															
		Data for this indicator will be reported quarterly.														2.5%	
		4.06%			2.5%										Red	Red	4.90%
OD	Staff Survey	Percentage of staff that have a written work plan or performance appraisal that sets out priorities and tasks for the year <i>Data for this indicator is taken from the staff survey carried out every 18 months. Results reported here are from the staff survey carried out in early 2006.</i>															
		Current performance against this PI compares extremely 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 of the PI – and subsequently targeting of areas of under performance. Note: Few organisations achieve a better result than 85% without either linking the completion of appraisal to the payment of performance related pay, or making the non completion of appraisal a disciplinary matter.														75%	
		77%			75.0%										Amber	77%	
OD	Staff Survey	Percentage of staff who feel their manager coaches them to improve their performance <i>Data for this indicator is taken from the staff survey carried out every 18 months. Results reported here are from the staff survey carried out in early 2006.</i>															
		This PI is designed to help measure the degree to which managers are moving away from managing task – to managing their staff to deliver tasks, and giving them the support and feedback they need to successfully do so. This indicator is a key one for the new liP standard and the 'enabling' management style which underpins it.														52%	
		54%			52.0%										Red	60%	
OD	Staff Survey	Percentage of staff whose opinion is sought in decisions that affect their work <i>Target for 2006: the 2006 survey will provide the baseline for 2007/8 and beyond...</i>															
		This is a new PI and again designed to help measure the degree to which managers are moving away from managing task – to effectively engaging and managing their staff to do so. This indicator is a key one for the new liP standard and the 'enabling' management style which underpins it.														64%	
		N/A			64.0%										Green		
OD	Staff Survey	Percentage of staff that believe that Haringey staff work with integrity and deliver on what we promise <i>Target for 2006: the 2006 survey will provide the baseline for 2007/8 and beyond...</i>															
		This is a new PI. It is designed to provide a baseline against which the organisation can measure how well we are living our agreed way of working (values)														59%	
		N/A			59.0%										Green		
OD	Staff Survey	Percentage of staff that believe that people in different parts of Haringey Council work well together <i>Target for 2006: the 2006 survey will provide the baseline for 2007/8 and beyond...</i>															
		This is a new PI. It is designed to provide a baseline against which the organisation can measure how well we are living our agreed way of working (values)														47%	
		N/A			47.0%										Amber		
OD	Staff Survey	Percentage of staff that are proud of the work they do <i>Target for 2006: the 2006 survey will provide the baseline for 2007/8 and beyond...</i>															
		This is a new PI. It is designed to provide a baseline against which the organisation can measure how well we are living our agreed way of working (values)														73%	
		N/A			73.0%										Green		

Report Title: **Programme Highlight Report June 2006**

Forward Plan reference number (if applicable):

Report of: **The Chief Executive**

Wards(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 June 2006.

2. Introduction by Executive Member

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 June 2006. The detailed programme report is shown in appendix 1, with the main highlights shown in the covering report on an exception basis.

2.4 In addition to projects that report to the programme, highlight reports are also attached for the Local Area Agreement shown in appendix 2, and for the Community Strategy shown in appendix 3.

3. Recommendations

3.1 To note the report.

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

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

Lauren Watson, Improvement and Performance
Tel: 020 8489 2514

4. Director of Finance Comments

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

- Regeneration – Tottenham High Road - £1.6m of resources remains unallocated to specific projects and the majority of external funding is time limited to the end of March 2007 – the delivery of the programme will need to be closely monitored;
- Primary Schools – Coldfall – additional funding will need to be identified or savings in the scheme found to finance the additional costs of £95k 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 – further work is required on ensuring the detailed cost plan for delivery of the new centres can be funded within the budget available and in the year the funding is available;
- 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, and;
- 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.

5. Head of Legal Services Comments

5.1 There are no specific legal implications to comment on in this report.

6. Local Government (Access to Information) Act 1985

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. Strategic Implications

- 7.1 The programme is the vehicle for the Council to deliver corporately significant projects and projects that are key political priorities. It underpins the Council’s corporate planning process, ensuring that the projects we undertake reflect and help to deliver Community Strategy and corporate priorities.

- 7.2 This report provides an opportunity to monitor, challenge and support the Council's key projects to ensure that they finish on time, to budget and deliver the outcomes for the community.

8. Financial Implications

- 8.1 A key driver in developing the programme structure has been to improve financial oversight of the Council's key corporate projects. Accordingly, projects are required to report detailed financial information in their project highlight reports each month and a budget summary for each project is shown in Appendix A 'Programme Highlight Report'.
- 8.2 Key areas of financial concern this month are reported in the Director of Finance comments.

9. Legal Implications

- 9.1 There are no legal implications

10. Equalities Implications

- 10.1 This report deals with the way that we manage projects many of which have an impact on different sections of our community. Improved management of these projects will therefore improve the services we provide to all sections of our community.
- 10.2 Specifically, the Business Intelligence project aims, amongst other areas, to capture information on equalities through robust contract monitoring.
- 10.3 The Equal Pay Review is a crucial element towards the Council achieving levels 3 & 4 of the Equalities Standard for Local Government by March 2007.

11. Background

- 11.1 The programme highlight shown in Appendix 1 provides details of all the Council's corporately significant internal and external projects that report through the Council's programme structure. The information in the report is taken from detailed project highlight reports for each project that have been agreed by the respective Project Boards. Due to the reporting cycle, there is a time lag in the information presented and this report shows projects' status at 30 June 2006.
- 11.2 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

11.3 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.

12. Exception Report

12.1 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.

12.2 Regeneration Stream Board

12.2.1 Tottenham High Road

12.2.2 £1.6m of resources is still unallocated to specific projects and the majority of external funding is time limited to the end of March 2007. The delivery of the programme will need to be closely monitored to ensure that this funding is not lost.

12.3 Safer Communities Stream Board

12.3.3 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.

12.4 Children and Young People Stream Board

12.4.3 Primary Schools Capital Projects - Coldfall

- 12.4.4 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 80% complete.
- 12.4.5 However, additional cost of £95,495 has been incurred for improvement to school entrance and reception although this is not expected to impact on the overall programme. The scope of the works has been reduced to adhere to the budget and finishing works have been omitted to three classrooms.
- 12.4.6 Primary Schools Capital Projects – Coleridge
- 12.4.7 The Planning Conservation Officer and Development Planner advised that as the school is in a conservation area, they would not support complete demolition and that the Victorian house must be retained. This scale of adaptation has increased costs.
- 12.4.8 The design is under review and whilst the scheme is currently within budget, this does not allow for the additional school items which will add a further £400 - £500,000.
- 12.4.9 The programme has been issued to the Council for approval, this has now reached a critical date as Stage D design should have commenced.
- 12.4.10 As a result of reusing existing buildings, additional areas are available to use which exceed the DfES Design Guide. Additional capacity within the existing TUC building and Victorian house needs to be agreed to determine whether it should be for school or alternative uses. The project manager is reviewing design options for accommodation in the Victorian House with the architect and is awaiting a response regarding the possibility of extending school uses in the additional capacity.
- 12.4.11 Primary Schools Capital Projects – Broadwater Farm
- 12.4.12 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.
- 12.4.13 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, with some modernisation to the primary school (toilets etc). The programme is under review regarding contract options, EU requirements, consultation and Haringey procurement approval process.

12.4.14 The budget for the year was estimated in October 2005-06. To date there is no sketch design to base accurate costs on however project progress is slipping and projected expenditure for this year is expected to be £500,000 below budget as a result. There will be no main contractor works during the current financial year.

12.4.15 Children's Centres

12.4.16 Risks are showing red status this month owing to two concerns. Firstly whether there is sufficient capital to develop all eight new centres. The suitability assessments suggest that this should be achievable and will now be tested through feasibility studies.

12.4.17 The second risk relates to the spend profile against funding profile and concerns whether we can achieve sufficient spend this year. This will be addressed in negotiations with the Sure Start Unit and fed back to the Children and Young People Stream. Board.

12.4.18 Youth Service Improvement Project

12.4.19 The Youth Service did not provide a highlight report this month so it has not been possible to monitor progress. This issue will be addressed with the Head of the Youth Service and dealt with via the Children and Young People Stream Board if the problem persists.

12.5 Better Haringey Stream Board

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

12.6 Well Being Stream Board

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

12.6 Housing Stream Board

12.6.3 Repairs Procurement

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

12.6.5 The overall traffic light status has stayed Green, although the timescale status is now showing as red. This is because the indicative timetable included in the original project initiation document expected that the OJEU Notice and advert would be placed in May but this has been revised to August. The indicative timetable was contingent on putting in place technical consultants to inform Best Practise in the Repairs and Maintenance service. Consultants have now been

identified and a scoping day has been set up for July 27th which will produce a robust timetable and key milestone plan.

12.6.6 Adaptations Project

12.6.7 Homes for Haringey Executive have decided that any decision to transfer Disabled Facilities Grant (DFG) work to Homes for Haringey will not take place until after the Housing inspection in April 2007.

12.6.8 Whilst this decision will impact on the agreed staff structure for Occupational Therapy and Adaptations, Social Services will seek alternative commissioning arrangements for the capital works relating to DFG to ensure that the restructure goes ahead.

12.6.9 Process improvements have already been made and will be completed with the full implementation of Framework I in August 2006.

12.6.10 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 of Adult Services.

12.6.11 No additional capital is available in 2006/07 over the 2005/06 standstill position despite an increase in the base budget. Therefore there will be a funding gap which will lead to a waiting list for major adaptations. A report has been drafted on the likely capital requirements to continue progression towards the 164 day best practice target (from the first point of contact with the Council to completion and sign off of adaptations) and what the likely achievable target is with the current capital allocation.

8.7.4 Lettings and Allocations Project

12.6.12 The Housing Register Re-Registration exercise has been delayed by approximately two months by the decision to use electronic data capture. The project is currently awaiting an implementation date for these forms before assessing the impact on the overall end date for the project. This will be clarified in the next report.

12.7 People Stream Board

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

12.8 Value for Money Stream Board

12.8.3 Procurement Programme

- 12.8.4 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.
- 12.8.5 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.
- 12.8.6 However, there are 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.
- 12.8.7 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 examined by Directors and the results will be passed to Procurement Project Board and Value for Money Stream Board.
- 12.8.8 Transactional Efficiency Project
- 12.8.9 The Contract Management System (CMS) blueprint was signed off on 15th June following clarification of outstanding issues
- 12.8.10 Change management has been identified as a key area of work and planning has started to identify the people within the business that will need to be informed, trained and kept abreast of CMS developments. Procurement has approached OD&L for resources to support this part of the project. In view of the scale of business task and change management work and the need to align with technical implementation, it is likely the original planned go-live date of 31st of October will need to be reviewed.
- 12.8.11 Due to severe delays in the delivery of key milestones by the third party supplier, the Business Intelligence project plan was completely re-written and a new implementation approach has been agreed. This was agreed as the only practical way to move the project forward and involves the supplier delivering the standard build and Haringey checking it to see if our top ten transactional reports and other strategic reports can be delivered.

- 12.8.12 The revised approach uses up all of the allocated development days. Additional resource will be needed to complete Phase 2 (CMS reports) although this will be mitigated by the knowledge and skills gained by internal resources who should be able to take on some of the work required.

12.9 Customer Focus Stream Board

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

14. Use of Appendices / Tables / Photographs

- 14.1 Appendix 1: Programme Highlight Report

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PROGRAMME HIGHLIGHT REPORT

FOR THE PERIOD JUNE 2006

Prepared by

Corporate PMO

Version 0.3

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SECTION 1 – REGENERATION STREAM BOARD

Regeneration Stream Board									
<div>(1) HARINGEY HEARTLANDS</div> <div>LEVEL 1 PROJECT</div>							PROJECT DESCRIPTION / OBJECTIVES		
							<div><div></div><div>To commission a masterplan for the regeneration and development of the Eastern Utility Lands.</div><div>To secure the land known as the “former sand sidings” for the provision of a new sixth form secondary school.</div><div>To obtain funding for a new spine road through the overall site from North to South.</div><div>To secure a guarantee of the decommissioning of the National Grid TRANSCO site.</div><div>To work with major landowners and private developers to deliver these plans.</div><div>To meet the output targets of up to: -<div><div>○ 1,200 new jobs</div><div>○ 1,200 new school places</div><div>○ 2,000 new homes</div></div></div></div>		
							Original End Date: N/A as phased programme of work		Current End Date: N/A as phased programme of work
							MANAGEMENT SUMMARY		
<div><div>Status This Month</div><div>Status Last Month</div><div>Timeline</div><div>Budget</div><div>Resources</div><div>Issues</div><div>Risks</div></div>							<div><div></div><div>The Murray Rix ground investigation and preliminary contamination report has been passed to Leonard Stace (Q.S) for evaluation.</div><div>A licence is being sought from National Grid Property to investigate contamination on their land along the route of the new road. More certainty has been given from National Grid about removing the gas containers. Drivers Jonas will sort out the legal framework on behalf of National Grid.</div><div>Property Services & Children’s Services have met Thames Water on site to consider a request for pedestrian (pupil) access to the New River underpass. One option is to plate over part of the water to allow pedestrian access. This will not however cover any currently visible water. Alexandra Palace Board will be consulted on proposals.</div><div>Stock Woolstencroft presented Haringey Heartlands proposals at Regeneration Stream Board in July. This presentation will be taken to EAB before it goes to Labour Members at the Leaders Conference on the 14th September.</div><div>The Stock Woolstencroft presentation will form an outline planning application. Work is being done to find a single developer for Heartlands to ensure all elements, including high risk schemes, will be developed. It is hoped the planning application stage will be reached in the new year.</div></div>		
<div><div>Project Sponsor:</div><div>Justin Holliday</div><div>Project Manager:</div><div>Shifa Mustafa / Mark Lucas</div></div>									

Regeneration Stream Board

(1) HARINGEY HEARTLANDS CONT.

Budget / Resources:

- A proposal has been given to the Acting Director of Finance to resolve a current lack of funding for professional fees to cover anticipated costs.

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

MANAGEMENT SUMMARY

- The original Masterplan document has been renamed the 'Tottenham Hale Urban Design Framework' which reflects its role as a detailed design guide, whilst the shortened SPD becomes known as the 'Tottenham Hale Urban Centre Masterplan'.
- The Masterplan and the Sustainability Appraisal have now been completed. Both documents have been approved at the Planning Applications Sub-Committee on the 26 June 2006 and are now out for consultation.
- ISIS Waterfront Regeneration Ltd have withdrawn their application.

Budget:

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

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

Project Sponsor:
David Hennings

Project Manager:
Shifa Mustafa / Mark Lucas

Regeneration Stream Board

(3) WOOD GREEN TOWN CENTRE

PROJECT DESCRIPTION / OBJECTIVES

To undertake a number of projects to improve the socio-environmental aspects and economic performance of Wood Green Town Centre (WGTC) in order to secure sustainability and maintain Metropolitan Town Centre status. Projects/activities and objectives include:

- To develop a Masterplan and planning brief for WGTC using existing evidence bases (e.g. draft spatial plan for Wood Green) with the inclusion of strategic sites such as Civic Centre, Library and Lymington Ave. All planning documents to be submitted as part of planning brief for UDP in September 2007.
- To continue to provide a local business support service for SME's situated in Wood Green through the Town Centre Manager and associated resources. Provision of services include advice/support and signposting, networking, resource management and compliance issues
- To benchmark the services within the town centre by obtaining SLA's (Service Level Agreements)
- To use the results gained from the BIDs feasibility study to feed in to the WGTC strategy so as to find a sustainable funding mechanism for the Wood Green Town Centre Management function.

Original End Date: tbd

Current End Date: tbd

Project Budget: tbd

Forecast spend: tbd
Spend to date: tbd

MANAGEMENT SUMMARY

The main issue at present is that there is still a need to find a sustainable funding mechanism for the Wood Green Town Centre Management function now that BID's is not a viable option. Options are now being considered in the forthcoming LEGL proposal in September 2007.

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

The addition of the Civic Centre, Wood Green Library and Lymington Road sites to the Wood Green Masterplan will require extra resources to deliver a comprehensive development brief with these additional sites. Officers in Economic Regeneration will continue to liaise with appropriate Council departments (planning, strategic sites, property services) to scope out feasible and cost effective delivery options. Any timetable will be run in parallel with the Heartlands development.

Project Sponsor:
David Hennings

Project Manager:
Karen Galey

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

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:
31st March 2007 - ERDF
2010 - HERS

Project Budget: £5085.9k

Forecast spend: £5085.9k
Spend to date: £149.7k

MANAGEMENT SUMMARY

Key Activities this period:

- **Seven-Sisters Road Shop Fronts:** Building regulation approvals are on-going. Thirteen shop fronts are complete and waiting for fascia signs to be erected. A further 6 shop fronts are now underway.
- **TGEC refurbished managed work space:** Unit 4 has been refurbished and occupation commenced in June 2006. An Information and Communications Technology audit report was commissioned.
- **Stoneleigh Road new build Managed Workspace:** The demolition tender closed in early June and the tender report has since been provided by the QS recommending a contractor. A contractor was selected off the Framework Agreement for the construction of the new build and interviewed. A drainage survey was undertaken and notification of the local businesses was initiated.
- **Bruce Grove THI phase I shop fronts:** Tenders received by Stadium HA for works to upper elevation and flat conversions, tender report prepared and contractor selected. Mini-tender issued to 4 firms off framework for shop front works. Bus shelter ads installed. Quarterly meeting with HLF Project Monitor, grant application for Stadium Housing for Windsor Parade submitted and claim submitted. All shops have agreed a 100% take up in Windsor Parade. Draft Phase II delivery programme issued.

Project Sponsor:
Zena Brabazon

Project Manager:
Sean Burke

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

Regeneration Stream Board

(4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION CONT.

- **HERS shop fronts and façades:** Work progressing – activities this period include communication with the property owners, project team finalising drawings and planning application submitted fro 497-507 High Road.
- **Enfield Council Fore Street:** Legal agreements with the individual freeholders are now complete. The contract for the work has been awarded and a pre-contract meeting held.
- **Rangemoor Road:** Project team and contractor working together to establish Agreed Maximum Price. On-going work to finalise the SLA with Urban Futures.

Budget:

- The UCCG 3.2 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 yet allocated to specific projects. Neighbourhood Management has secured funding extension for the UCCG programme through Government Office for London (GOL) to the 31st March 2007.
- 3.1 Rangemoor Road overall rating is amber. This is because ERDF grant is not formally confirmed by Urban Futures. This will be completed in July 2006 by means of agreeing and completing the Service Level Agreement (SLA).
- The High Road Programme is showing underspend of £406K against profile. This is primarily due to delays in contractors providing invoices for processing and that there were no demolition costs for the Stoneleigh Road Depot project.

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: ongoing programme of work

Current End Date: ongoing programme of work

Project Budget: £14200k

Forecast spend: £14200k
Spend to date: £0

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

MANAGEMENT SUMMARY

Progress to date:

- Dedicated Projects Groups including consultants and CAGE representatives have been established.
- Progress monthly project group meetings, including minutes.
- DCLG contracts have been obtained, agreed and signed.
- Specialist consultants have been appointed.
- CAGE's enabling input under negotiation.
- Design schemes have been progressed.
- Funding has now been agreed to fund the gap between GAF and the eventual purchase price for the school site acquisition.

Risks:

- **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.

Project Sponsor:
David Hennings

Project Manager:
Shifa Mustafa, Mark Lucas,
Steve Carter

Regeneration Stream Board

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

- **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. There is a risk that planning permission will not be granted.
- **Spine Road.** Potential compulsory purchase and compensation payments if the private landowner will not grant a right of way over his land to carry out surveys. 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. To mitigate GoL and LBH will meet with the landowner at Executive / Director. The LDA will also be consulted over compulsory purchase orders.

Timescales:

- Contracts have not yet been issued by GoL / DCLG on three of the five projects (due date was the 1st April 2006). The CAFE Enabling Agreements with individual project managers need to be resolved before DCLG can issue the contracts, as the CAFE Agreements are attached to the contracts. This in turn will impact on the ability to submit the first quarter claims as the claim forms are part of the contract. DCLG, GoL, and CAFE have been chased for a response. The position will be resolved shortly.
- There is tremendous time pressure to get this money spent on several of the projects above.

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: £280k

Forecast spend: £280k
Spend to date: £34k

MANAGEMENT SUMMARY

1. Hornsey Town Hall

- A Development Brief for Hornsey Town Hall site is required before progress can be made with inviting proposals from development partners. Its production is currently scheduled for September 06. A good relationship has been developed with the Community Partnership Board which continues to consider the potential mixed uses of the complex and the form of future management arrangements (e.g. a Trust). A further report will be presented to CEMB at the end of July before submission to EAB/Executive later in the summer.

2. Tottenham Town Hall/Bernie Grant Centre

- Some delays have occurred to Tottenham Town Hall because of the unsuitability of developers' initial proposals and the need to clarify issues in the original brief about commercial provision and affordable housing policy. These have been clarified and there is now a timescale for presenting revised proposals in August this year with report to Executive in September. Four bids have been received.
- Work continues to identify alternative locations for CAB and Age Concern services currently operating from the Town Hall.

3. Hornsey Depot

- The Hornsey Depot site is zoned for mixed residential and food retail development, however progress is subject to resolution of the Council's planning policy for the site. 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

- The planning appeal submitted by the prospective developer has now been approved so disposal of the site can now progress.

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

Project Sponsor:
Andrew Travers

Project Manager:
Dinesh Kotecha

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 <p>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</p> <p>In order to deliver the overall objectives, the implementation phase of the project has been designed to</p> <ul style="list-style-type: none"> • 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		Original Budget 2006/7: £34,007m Revised budget 2006/7: £24,304 (Total project budget to 2010/11: £177m)		Spend to date: £2,327m Forecast spend: £22,757m		
	Risks	Issues	Resources	Budget	Timeline	Status	Last Month	This Month	
	A	G	G	G	G	A	A		
MANAGEMENT SUMMARY <ul style="list-style-type: none"> • The OBC (Outline Business Case) has now been completed and submitted to PfS for onward transmission to DfES. There are a number of matters to resolve before the final approval process can commence. However, we are advised that final approval will not occur until negotiations with SMIF are complete on interface issues with the existing PFI project. • A process designed to enable commercial agreement with SMIF has been agreed with SMIF and PfS • The project is now moving into the delivery phase and resources are being organised accordingly. The JPMT and subgroups have now been established and are now meeting regularly • An OJEU for contractors is being prepared but an alternative process involving the use of a PfS framework agreement is also being considered. 									
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. This work is on-going
- 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/early Autumn from the PfS framework.
- The implementation of the Communications Strategy is on-going.
- Construction works for the new 6th Form remains on programme
- A shortlist of designers has been agreed and tender documents are due to be issued at the end of July.
- The project programme has been reviewed and a new milestone programme produced

Status / Risk / Issues:

- The Amber status for issues and risks highlight the key risk in agreeing the procurement process with SMIF and obtaining approval to the OBC, and the need to finalise the £10m LSC funding contract.

Budget

- 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, although projected year on year budgets have been established
- The 2006/07 BSF spend to date so far this year is within budget and is properly funded. We have confirmed funding available of £1m, made up of £0.5m from the Dedicated Schools Grant (Children's Service) and £0.5m 'pump priming' from the DfES via PfS. This will be spent on fees and expenditure incurred and will be capped at the £1m mark until the OBC is signed. Spend to date so far this year shows that this position is currently under control.
- As the OBC has not yet been agreed, the major funding source for the construction works has not been confirmed so the Council will not incur such costs until funding is formally approved. Having regard to the projected variance, when the OBC approval date and overall programme position and cash flow is clearer, a report will be brought forward to the Executive requesting a Revised Budget figure in line with projected expenditure.

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 - expansion of primary school from 2 to 3 forms of entry
 - 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 06/07: £7.450m
Revised budget 06/07: £6.9m

Spend to date: £808,000
Forecast spend: £6.541m

Coldfall

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

MANAGEMENT SUMMARY

Coldfall Expansion

- Project is proceeding to planned programme
- The construction works are approximately 80% complete.
- Possibility of increase to costs for additional site security due recent theft and vandalism to installed works.
- In fee dispute with lead designer (Nicholas Hare)

Budget

- Additional cost of £95,495 incurred for improvement to school entrance and reception, no impact to overall programme.
- Scope reduced to adhere to budget:-
 - Omission of finishing works to 3 classrooms – Phase 2 works will have to be completed for September 2008. Omission of additional car park spaces and improvements to access road. Phase 3 works will have to be completed by July 2010

Project Sponsor:
Anne Bristow

Project Manager:
Brendan Wells

Children & Young People Stream Board

(2) PRIMARY SCHOOLS CAPITAL PROJECTS CONT.

Tetherdown

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

Tetherdown

- The contractor (Durkan) took possession of the site on 30 May 2006. The contract is due for completion in October 2007 (70 weeks).
- The contract was executed on 15 June 2006.
- Programmes and method statements for higher risk activity such as piling are due from the contractor.
- Site works are progressing well, slightly ahead of programme.
- A Piling rig arrived at site for 3 weeks piling works adjacent to existing school building. This is ahead of programme and the Head Teacher has been informed of the possibility of minor disturbance during this period.
- The access road off Woodside Avenue is being constructed with rubble from the demolished hall being used as the base course. This recycling is in addition to earlier statements. The access to the Treehouse's site is being built at the same time.
- Instructions have been issued to develop the Phase 2 design.
- A Newsletter has been issued to parents and pupils. It is intended to issue subsequent Newsletters every two months throughout the duration of the project.
- An Option Appraisal is being developed for the post September 2007 accommodation issue that has arisen due to the completion of Phase 1 works being after the start of the Autumn Term.
- Traffic management Plan required from contractor due to high levels of lorry movement on Woodside Avenue and car parking on adjacent streets
- **Budget:** 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

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

Broadwater

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

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). Lennon Planning report has been amended but will not be changed to reflect the Planning Conservation Officers view on the merit of the TUC building and the Victorian House.
- Design is under review with Haringey with regard to school requirements against BB99. Scheme is currently within budget but does not allow for the school additional items which will add a further £400-£500,000
- Programme has been issued to H.C. for approval, this has now reached a critical date as Stage D design should have commenced.
- Additional areas are available to use which exceed the DfES Design Guide due to reusing existing buildings. There is a need to agree additional area capacity within existing TUC building and Victorian house to determine whether it should be for school use or alternative: Project Manager is reviewing design options for accommodation within the Victorian House with Architect and is awaiting a response from Carol Mackinon regarding possibility to extend school uses for other additional capacity.
- 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). SDG have been requested to change the report.

Broadwater

- Preliminary proposals for Primary SEN (special education needs) development discussed with SEN Strategy Manager and the three Head teachers.

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 Building Schools for the Future plan for the whole White Hart Lane campus.

Children & Young People Stream Board

(2) PRIMARY SCHOOLS CAPITAL PROJECTS CONT.

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).
- Programme under review regarding contract options, EU requirements, consultation and Haringey procurement approval process.
- Budget for the year was estimated in Oct 05-06. To date there is no sketch design to base accurate costs on however project progress is slipping and projected expenditure is estimated at a reduced amount (£500k), mainly fees only in the current year. There will be no main contractor works during the current financial year.

Issues:

- Need to seek Heads and Governors agreement before requesting Council permission to undertake Statutory Consultation
- Current proposal achievable in timescale providing Consultation starts now. 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 questionable 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 centres) 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

Original Budget: £5.181m

Spend to date: Not stated

End date last month: Dec-2006

Revised Budget: £7.748m

Forecast spend: Not stated

MANAGEMENT SUMMARY

Timescale

The Sure Start Unit timescale for the approval of Phase II capital programmes is for all projects to be at RIBA Stage D (detailed design) by December 2006, with full service delivery/implementation plans in place on the Sure Start website.

Visits and suitability assessments have been undertaken with all (24) organisations who expressed an interest in being part of the second phase of development. A report (attached) has been agreed with the Lead Member Children's Service and the Children's Centre Strategy Group. A procurement strategy for Phase II Centres is being developed with Corporate Procurement Group and Property and Contracts.

Due to the high number of 'expressions of interest' the development of strategic briefs for each individual project has been more time consuming than originally estimated. The interest from schools is very heartening and bodes well for the development of extended schools, however it has led to more consultation and meetings than originally envisaged! To allow time to develop the feasibility studies means that the report to Executive needs to be put back to 14th November.

Project Sponsor:
Dr Ita O'Donovan

Project Manager:
Dwynwen Stepien

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

Children & Young People Stream Board

(3) CHILDREN'S CENTRES CONT.

Budget

The following funding has been allocated to Haringey by the Sure Start Unit. The slippage and retention fees of £1,723,006 are for previously approved phase 2 projects and therefore approval to spend has been received. However for the phase 2 projects 'approval' to spend is made on a project by project basis with WS Atkins providing value for money assessments as part of the approval process.

	Capital funding	Slippage/retention fees	Additional funding
2006-07	£2,698,017	£1,723,006	£843,591
2007-08	£2,483,512		

Original funding

£5,181,529

Total funding now available for 06-08

£7,748,126

In Phase I Haringey was set a target of developing 505 new childcare places. This target was very challenging and has required working across 19 different childcare providers to develop 434 centre based places as well as developing 122 childminding places. The majority of centre based places have been developed by the voluntary and private sector, thus spreading the liability of future revenue implications. The risk of not achieving this childcare target was the loss of £5,000 capital per childcare place. In Phase II there is no target for childcare places, however each centre must have childcare (8am to 6pm for 48 weeks) in place for 2-5 year olds. As part of Phase II planning we will be commissioning childcare for each centre from a range of potential providers including the voluntary, private as well as maintained sector.

With ten centres designated by March 2008 (one of the first in London to have all centres designated) Haringey was awarded £5,181k for Phase II development for a further 8 Centres (confirmed by Sure Start Unit 13.2.06). We have since been awarded additional funding of £843k for a Centre at Earlsmead Primary School and were successful in our application to carry forward £1.7m for slippage & retention from Phase I. In Phase I there were two projects (Stroud Green and Stonecroft) whose original plans did not meet value for money criteria. These projects would not normally have been prioritised except for the decision to link these centres with the continued work of Red Gables. Unfortunately the complexity of developing these centres caused delivery delays which led to the need to draw down part of their funding from Phase II. There were also a few projects with unavoidable delays (e.g. squatter).

Children & Young People Stream Board

(3) CHILDREN'S CENTRES CONT.

The total draw down from Phase II was £664k. At the latest stage in the construction of Broadwater Farm Children's Centre additional funding was required to ensure the standard of fittings matched the high design specification (£124K was supported from the Sure Start Unit from Phase II funding). This leaves £2.8m for Phase II development in 06-07.

Through the suitability assessments for the new Centres, an estimate has been made on the costs for each proposed Centre for the phase II development (indicated in the annex). As the majority of the work is based on the refurbishment of available accommodation we anticipate much lower costs than Phase I; early indications are that the target of 8 new Centres can be accommodated within the funding envelope. We will be using revenue for all early feasibility studies (RIBA stage A & B) as set out in the SSU Capital Approval Guidance, which will reduce the pressure on the capital budget. (The final stage of the feasibility studies will be funded initially by revenue but recharged to capital when each project is approved – thus reducing the liability on the council for the developmental phase.)

Nationally Local Authorities have expressed concerns to the Sure Start Unit about the risk attached to achieving target spend against the funding profile and the inflexibility of the capital programme. The Unit is now setting up meetings with each LA to assess their build programme and discuss profiled spend. Haringey has been assessed as a high achieving authority for Children's Centres and this is likely to have a bearing on the level of flexibility we will be offered.

Resources

Capacity to develop the Phase II projects, at the same time continuing the development of Phase I (a number are at early stages of development) puts some pressure on the Children's Centre Central Team, a review of the team's capacity is being undertaken. The review will aim to ensure that Centres receive the required support they need to meet the Children's Centre core offer and to prepare the Early Childhood Service for meeting the new targets which the DFES will be setting for early childhood services.

In addition to this interviews are being held on 17th July for a Senior Project Manager (Children's Centre & Extended Schools) to provide additional support in the Property and Contracts Team to oversee the development of Phase II up until April 2008.

Children & Young People Stream Board

(3) CHILDREN'S CENTRES CONT.

Issues

The proposed centres and satellites being developed for Executive approval in the autumn provide extensive coverage of the borough. One ward in the South Network does not have its own centre (Bruce Grove) as there is no available accommodation but will be served by neighbouring centres. Two wards in the West (Alexandra and Fortis Green) will not have a centre in Phase II, this gap will be addressed by linking in with neighbouring Children's Centres e.g. Barnet has a Phase II Centre within walking distance of Coldfall Primary School. The Phase II coverage will put Haringey in a strong position to reach universal coverage by 2010.

Risks

In summary, there are currently two main concerns. Firstly whether there is sufficient capital to develop all 8 new centres. The suitability assessments suggest that this should be achievable and will now be tested through feasibility studies. The second risk relates to the spend profile against funding profile – and concerns whether we can achieve sufficient spend this year. This will be addressed in negotiations with the Sure Start Unit and fed back to the Board Stream.

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

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

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

MANAGEMENT SUMMARY

- No highlight report was provided by the Youth Service this month.

Project Sponsor:
Janette Karklins

Project Manager:
Ayten Kiani

SECTION 3 – WELL BEING STREAM BOARD

Well Being Stream Board									
<div>(1) E-CARE</div> <div>LEVEL 1 PROJECT</div>							PROJECT DESCRIPTION/OBJECTIVES		
							<div>• Implementation of Framework-I (FW-I), a web-based social care workflow case management system in July 2005 to replace CI system</div> <div>• Ensure that reliable operational and managerial information is produced for Council and Statutory reporting requirements.</div> <div>• Have a consistent use of best practice across Social & Children’s Services and enable the quality of social work practices to improve.</div> <div>• Facilitate ‘joint working’ by providing staff from external health agencies to access case information within Framework securely.</div>		
							<div>End Date: Phase 1 closed in April 2006. Phase 2 feasibility study in progress.</div> <div>Phase 2 Project Budget: £1,461,000</div> <div>Spend to date: £134,000 Forecast spend: £1,461,000</div>		
Month	Month	Status	Time scale	Budget	Resources	Issues	Risks	MANAGEMENT SUMMARY	
A	A	A	G	A	A	G	Phase 1		
<div>Project Sponsor: Catherine Galvin</div> <div>Project Manager: Andrew Rostom</div>							<div>• Ongoing business support & training continues to be offered to staff from both Social and Children’s services.</div> <div>• The project team continue to be involved with ongoing resolution of operational issues and some business support work. Part of this has led to a detailed report being prepared and delivered to the Children’s AD outlining the specific issues identified and the implications of these to the service.</div> <div>• 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 / reported at the next project board.</div> <div>• The eCARE Project team were awarded as winner of this year's London Connects 'Best Service Improvement Award' for 2006. The project team collected their award at The 6th Annual London Connects Event which took place 28th June. London Connects is the public sector partnership that promotes the effective use of technology to meet the future needs of Londoners, the city's businesses and visitors.</div>		

Well Being Stream Board

(1) E-CARE CONT.

Issues

- The project team are continuing work with Corelogic to resolve the issues identified with the latest set of Integrated Children's System (ICS) exemplars. Some business issues have also been identified with consistency in the current use of the ICS forms by some staff groups. These business issues are being flagged with the AD for Children's Services, as clarification on how these issues will be addressed is required in order to determine when the revised exemplars could / should be implemented within FWI.

Phase 2

- The Phase 2 feasibility study has been reviewed by senior managers in Social Services and IT services, and options have been identified and short-listed for the potential implementation of the Framework i (FWI) Finance modules. A meeting will be taking place on 17/07 for senior managers from Social and IT services to discuss these options with the Head of Access and Director of Finance, in order that the recommendations be agreed and eCARE Phase 2 commence formally.

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

Spend to date: £1.438m
Forecast spend: £5.65m

Osborne Grove

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

MANAGEMENT SUMMARY

Osborne Grove

- Planning instructions have been progressed with brick type and colour being observed.
- The ground level foundations have been laid.
- Party wall issues are finalised.
- The second contractor site meeting on the 28th June 06 reported the overall programme to be on target for the 25th March 2007.

The Red House

- LBH Project Manager met with the home manager to establish the detail for residents return from Cranwood and Broadwater Lodge.
- The Contractors change of Contract Manager and Site Manager has had a positive impact on the management of the site with a noticeable improvement in all areas where concern had been expressed. Spot checks have proved to be positive and the major Health and Safety concerns have largely been eliminated. The site is tidier and more conducive to good working practice and standards. There is evidence of co-ordination of tasks and leadership. In recognition of the improvement in conditions and management the Issues have returned to green this month.
- **Risk:** The contractor maintains the overall programme completion of 11th August 06 will still be met. However, until the contractor provides a full breakdown of the resources committed to finish the project risk remains at amber this month. The resource breakdown is expected from the contractor shortly and will be reported on in the next report.

Project Sponsor:
Mary Hennigan

Project Manager:
David Bray

Well Being Stream Board

(2) COMMUNITY CARE STRATEGY IMPLEMENTATION CONT.

The Red House

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

Cooperscroft

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

Cooperscroft

- The decoration of the second floor unit is complete.
- CSCI have inspected and registered the second floor unit for dementia use.
- All information required by legal for the TUPE transfer on 30th July has been provided.

SECTION 4 – BETTER HARINGEY STREAM BOARD

Better Haringey Stream Board										
(1) BETTER HARINGEY ESTATES IMPROVEMENT PROGRAMME							PROJECT DESCRIPTION/OBJECTIVES			
							<ul style="list-style-type: none">To create a 4-8 year Estates Environment Improvement Strategy and Action Plan.To engage other Housing providers in the development and delivery of the Strategy.To establish and deliver the £880k 2006/7 BHEIP programme.			
							Original End Date: May 07 End date last month: N/ A	Current End Date: May2007 – for publication of 4-8 year strategy and associated action plan(S)	Project Budget: £1.18 million (2006-07)	Spend to date: Not stated Forecast spend: Not stated
Month	Status Last Month	Status	Time scale	Budget	Resources	Issues	Risks	MANAGEMENT SUMMARY Preparation for ‘Decent Homes’, 2005/6 BHEIP experience, and need for more effective asset management planning, has prompted a new focus for this year’s programme with 3 key strands of work proposed: <ul style="list-style-type: none">Create a 4-8 year Estates Environment Improvement Strategy and Action Plan.Engagement of other Housing providers in the development and delivery of the strategy.Establish and delivery the 2006/7 works programme. A project initiation document (PID) has been drafted, subject to further Member and officer discussion. Funding for a 2006-07 works programme has been identified and process of prioritisation identified. <ul style="list-style-type: none">Resources – Funding allocation to be agreed. A meeting with the Executive Member (Housing) and the client is to bet set up to clarify and resolve this.Issues – Governance arrangements (and funding allocation) to be resolved via a review by Homes for Haringey Executive Management Team.		
A	N	G	G	A	A	G				
Project Sponsor: Steve Clarke Project Manager: John Morris										

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Better Haringey Stream Board

(2) COMMUNICATIONS & EVENTS

PROJECT DESCRIPTION/OBJECTIVES

- To support the Better Haringey work programme for 2006-07 with a high profile media campaign, promoting improvements to the natural and built environment to staff, local residents, businesses and visitors including hard to reach groups;
 - encourage uptake of environmental services through targeted information and education
 - consolidate the excellent brand recognition continually develop the Better Haringey web pages and to develop a resource on Harinet for Council staff;
 - collect resident satisfaction data on a regular basis to gain an understanding of the impact of the Better Haringey campaign
 - further develop and promote the walking trail across the borough; and
 - to produce a map and guide for the trail that is universally available.

Original End Date: See current
End date last month: N/A

Current End Date:
Media & Comms: March 2007
BH Trail: October 2007
BH Survey: September 2006 (wave 5)

Project Budget:
Media & Comms: £128k
BH Trail: £15k
BH Survey: £3k

Spend to date: Not stated
Forecast spend: Not stated

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. This campaign will continue during the months of August and September on different sites (so to maximise exposure).
- During August design concepts will be explored to take forward the communications campaign in a new direction for 2006-07, supporting all our programme projects, many of which are focused more locally on Haringey's neighbourhoods.
- 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. This has now been followed up with the drafting of a project initiation document for the media campaign, which includes proposals for greater marketing support from Haringey's communications unit.

Project Sponsor:
Joanna David

Project Managers:
Jon Clubb
Deborah Hogan

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

Better Haringey Stream Board

(2) COMMUNICATIONS & EVENTS

Better Haringey Trail

- The trail date (9 September) has been agreed by Members at the Better Haringey Member Working Group.
- Initial contact has taken place with friends of parks groups. Interest has all been positive.
- Articles have been written for Homes Zone, Haringey People and Smart Talk.
- There is a risk of insufficient officers available and willing to assist on the day of the event. Further links will be made with the PEPP officer in charge of the Good Going scheme.

Better Haringey Survey 'Wave 5'

- Wave 5 of the Better Haringey Survey is due to take place in late July / early August 2006. The project is progressing to plan.
- A project paper was drafted for the Better Haringey Member Working Group, which outlined the scope of the questions and methodology. This was agreed, subject to Members having sight of the final set of questions for their approval. The questions have been drafted to support our understanding of Better Haringey's progress against the relevant CPA performance indicators, taking into account any other surveys which are already taking place.

Better Haringey Stream Board

(3) ENVIRONMENTAL CLEANLINESS & ENFORCEMENT

PROJECT DESCRIPTION/OBJECTIVES

- To undertake a frequent and high profile programme of clean up activities targeting borough 'grot spots';
- Encourage resident involvement in community clear up and improvement activities;
- Identify all major 'eyesores' that have a negative impact on the local amenity and the environment
- Provide at least one free collection of bulky waste per year to all eligible households; and
- Move from unsatisfactory standards to satisfactory standards for the performance indicator for litter and detritus (BVPI199a),

Original End Date: see current
End date last month: N/A

Current End Date:
Clean Sweep: August 07
Eyesores Programme: 31 March 08
Community Clear Ups: 25 March 07
Mobile Clean Teams: 31 March 07

Project Budget:
Clean Sweep: From within existing project budgets.
Eyesores Programme: £62k (2006-07)
Community Clear Ups: £192k
Mobile Clean Teams: £200k

Spend to date: Not stated
Forecast spend: Not stated

MANAGEMENT SUMMARY

Clean Sweep

- The Member Working Group noted the feedback from the first Clean Sweep campaign and has approved proposals for a roll out of clean up activities covering the 7 neighbourhoods over the course of 12 months. Activities will take place over 1-2 days.
- Exact timescales have not yet been agreed but activities are likely to take place every 6 – 8 weeks, with the first activities taking place in September.
- Officers to attend the working group to be agreed and meetings scheduled. It is proposed that wherever possible that these meetings utilise existing (and forthcoming) local neighbourhood officer working groups.
- The Project Manager has attended a Waltham Forest Beat Sweep Campaign working group meeting. The Waltham Forest campaign has run successfully for two years and was an appropriate model from which to draw information for Haringey's clean up programme.

Project Sponsor:
Joanna David

Project Managers:
Deborah Hogan
Rob Curtis
Zoe Robertson
Emma Smyth

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

Better Haringey Stream Board

(3) ENVIRONMENTAL CLEANLINESS & ENFORCEMENT

Eyesores Programme

- To date phase one of the project has been completed in that the five identified issues that were flagged by Members have been resolved and the positive outcomes of the Heavy Enforcement Team's work on these issues have been reported back to members.
- Phase Two – 17 Network Rail sites have been identified as public eyesores. They have been individually assessed and work has begun on them.

Community Clear Ups

- The project is currently running to plan with 8 community clear ups completed in June covering 8603 households within Highgate, Harringay and Fortis Green wards.
- Project budget in 2006/07 is £40k (Neighbourhood Renewal Fund) and £40k (Safer Stronger Communities Fund) – current spend at end of period 3 is £28k.

Mobile Clean Up Teams & Street Cleaning

- The project is currently running to plan with negotiations taking place with Accord to set up the team and establish a programme of works to commence in July 2006.

Better Haringey Stream Board

(4) IMPROVING GREEN & OPEN SPACES

PROJECT DESCRIPTION/OBJECTIVES

- To raise the standard and profile of parks and open spaces in line with the 8 green flag objectives;
- improve quality, safety and general environment of Haringey's open spaces and allotments;
- deliver programme of tree planting, Haringey in Bloom and small grant funding;
- install a new playground in Chestnuts Park;
- meet cleanliness index targets and low ENCAMS scores,
- deliver a series of site specific improvement works with 'Groundwork';
- complete a review of resources and functions associated with Haringey's Park Management; and
- address condition surveys of sports and leisure facilities.

Original End Date: see current
End date last month: N/A

Current End Date:
Open Spaces Improvement: February 2007
Sports & Leisure: March 2007
Chestnuts Park: October 2007
Parks & Open Spaces Hygiene: Ongoing
Groundwork Stage 2 pilot: June 2007
Parkforce: August 2007

Project Budget:
Open Spaces Improvement: £385k
Sports & Leisure: £594k
Chestnuts Park: £372k
Parks & Open Spaces Hygiene: £326k
Groundwork Stage 2 pilot: £127k (exclusive of works)
Parkforce: within existing mainstream budgets

Spend to date: Not stated
Forecast spend: Not stated

MANAGEMENT SUMMARY

Open Spaces Improvement Programme

- Awaiting project sign off to commence consultation and site assessment.

Sport & Leisure Services – Strategic Renewals

- **Resources** - This project commenced in April, but to date has been overshadowed by the issues arising from the completion of the year 1 developments. These issues have now been escalated along with pushing to settle the final account for year 1, for which a carry over of £174k has been agreed. Concerns have been raised this may not be sufficient.
- **Resources** - Projected Budget is £594k across the three centres inclusive of carry over £174k, all subject to good/strong performance in terms of income from the year 1 developments; this ultimately determines levels of borrowing.
- Good progress has been made following the delegated authority waiver report to install a new fire alarm system at TGLC, this is now complete.

Project Sponsor:
John Morris

Project Managers:
Don Lawson
Andy Briggs
Paul Ely

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

Better Haringey Stream Board

(4) IMPROVING GREEN & OPEN SPACES

Chestnuts Park Play Improvement Project

- **Resources & Risks** - The business plan suggests Parks for People as a potential source of funding for the park. However, we are concerned that Chestnuts will not even qualify for the money as the park has very little heritage value. If we cannot secure funding from the NDC for the park, there will be a problem delivering the scheme. Additional funding will hopefully come from the Big Lottery Fund project.

Parks & Open Spaces Hygiene

- NRF monies have been confirmed and entered into Hygiene Team budget code.
- Cleanliness Index monitoring adjusted to cover all aspects of ENCAMS monitoring (litter, graffiti, detritus). Continuing to report only on litter until 12 month trial period completed.
- Cleanliness Index exceeding target score of 80.

Groundwork Stage 2 Pilot Programme

- This Programme Project has 2 strands of work focusing upon specific sites renewal and preparation of longer term Groundwork Business Case, developed through the existing Groundwork Steering Group.
- £130k Pilot programme funding secured, and specific projects identified - Campsbourne, Belmont Recreation Ground and Junior School, Paignton Road Open Space, Noel Park, and Tottenham Marshes [Millmead Allotments]. Procurement 'waiver' prepared.

'Parkforce' Resource Review

- The project initiation document (PID) has been drafted and tabled at Haringey Parks Friends Forum. Feedback has been incorporated into PID.
- PID finalised and awaiting sign off.

Better Haringey Stream Board

(5) SUSTAINABILITY

PROJECT DESCRIPTION/OBJECTIVES

- To develop a climate change action plan for Haringey;
- monitor energy use and carbon reductions;
- develop and implement practical projects to mitigate against and adapt to climate change;
- meet targets for recycling rates (22%), waste collection per head (340kg), households served by kerbside collection of two recyclables (100%), kerbside recycling participation (70%), schools recycling (100%), re-use and recycling centres diverting 50% of waste from landfill, and improved Council office recycling infrastructure; and
- to inform residents about waste minimisation and recycling schemes available, in order to increase take-up of services.

Original End Date: see current
End date last month: N/A

Current End Date:
Climate Change: Autumn / Winter 2007 (adopt strategy)
New Recycling Projects: 31 March 2007
Communication, Participation & Engagement: 31 March 2007

Project Budget:
Climate Change: £535k
New Recycling Projects: *£100k - subject to confirmation*
Communication, Participation & Engagement: *£50k - subject to confirmation*

Spend to date: Not stated
Forecast spend: Not stated

MANAGEMENT SUMMARY

Climate Change Action Plan & Projects

- Against the project plan, the project is progressing well. Climate change audit is finalised at the end of June. Report to CEMB for council wide commitment for this project. Project development is necessary for identifying what and how to implement practical projects. This will require access to external expertise whom are yet to be commissioned. Links are to be developed with potential climate change projects in schools.

New Recycling Projects

- Project is progressing to plan, with 3 Recycling Officers in post. Budget is £100k in 2006-7 with £29k having been spent as at the end of period 3.

Communication, Participation & Engagement (Recycling)

- Project is progressing to plan, with promotional materials and new service leaflets being designed.

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

Project Sponsor:
Steve McDonnell

Project Managers:
Sule Nisancioglu
Zoe Robertson

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 processdevelop 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: £100,000		Spend to date: £Nil Forecast spend: £100,000	
Month This	Month Last	Status	Timesc ale	Budget	Resour ces	Issues	Risks	MANAGEMENT SUMMARY		
G	G	R	G	G	G	G	A	Summary and Status		
<p>Project Sponsor: Stephen Clarke</p> <p>Project Manager: Kim Sandford</p>							<ul style="list-style-type: none">Timescale: The overall RAG status has stayed Green, although the timescale status is now showing as Red. This is because the indicative timetable included in the original project initiation document expected that the OJEU Notice and advert would be placed in May but has been revised to August.The indicative timetable was contingent on putting in place technical consultants to inform Best Practise in the Repairs and Maintenance service. Consultants have now been identified and a scoping day has been set up for July 27th which will produce a robust timetable and key milestones plan.Risk: Risk has been highlighted as amber and is contingent on the outcome of key concerns including:<ul style="list-style-type: none">The cost of a new provider may exceed the budget available in Housing Revenue Account medium term financial strategy.Buy- in and change management associated with a possible TUPE of repairs staff.			

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 ALMO inspection.

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

Current End Date: Dec-06

Original Budget: £0
Revised budget: £10,000

Spend to date: £0
Forecast spend: £10,000

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

MANAGEMENT SUMMARY

Progress

- Structure approved by general purposes.
- Framework I training for Homes for Haringey Staff.
- Resource approved for project officer to map financial systems, working processes and protocols and performance management arrangements.
- No additional capital is available in 06/07 over the 05/06 standstill position despite an increase in the base budget. Therefore there will be a funding gap which will mean there will be a waiting list for major adaptations. A report has been drafted on the likely capital requirements to continue progression towards the 164 day best practice target and what the likely achievable target is with the current capital allocation.

Project Sponsor:
Anne Bristow

Project Manager:
Gary Jefferson

Housing Improvement Programme Board

(2) ADAPTATIONS PROJECT

Issues and Risks

- Homes for Haringey Executive have decided that any decision to transfer Disabled Facilities Grant (DFG) work to Homes for Haringey will not take place until after the Housing inspection in April 2007.
- Whilst this decision will impact on the agreed staff structure for Occupational Therapy and Adaptations, Social Services will seek alternative commissioning arrangements for the capital works relating to DFG to ensure that the restructure goes ahead.
- As a result of this there are a number of options to take this forward;
 - Re-scoping of the Project
 - Revision of timescales to after April 2007
- Process improvements have already been made and will be completed with the full implementation of Framework I in August 2006.

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 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

Spend to date: £0
Forecast spend: £40,000

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

MANAGEMENT SUMMARY

- Lettable Standard drafted and taken to Residents Communications Group and Residents Repairs Panel – some changes to be made following feedback
- New Crystal report developed to be used by all teams involved in the voids process (some minor amendments still required) – report will enable each team to speedily identify, undertake and monitor required activity.
- In comparison to previous month, total number of current voids reduced, number of offers and lets increased, acceptance rate increased, withdrawal rate decreased.
- There was improved lettings performance in June 06 (i.e. increased number of offers and lets, acceptance rate increased, withdrawal rate decreased).
- Full representation at the Empty Property Implementation meetings.

Project Sponsor:
Stephen Clarke

Project Manager:
George Georgiou

Housing Improvement Programme Board

(3) EMPTY PROPERTY PROJECT

- As anticipated, the turnaround time (BV212) for June 06 has increased to 46.58 days and year to date turnaround increased to 40.06 days.
- A third of current voids (102 voids not including PSLs) are ready for let awaiting letting – The Lettings Teams (General Needs and Older Persons Service) will prioritise this area of work.
- Local Voids meetings between Tenancy Management, Voids Repairs and Lettings to be changed from monthly to fortnightly to increase focus

Issues / Risks

- Issues around accompanied viewings to be discussed at Empty Property Project Board.
- Issue relating to performance report on repair turnaround time of voids to be discussed with new Head of Performance.

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 trial 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: Jan-2007

Original Budget: £0
Revised Budget: £123,000

Spend to date: £0
Forecast spend: £123,000

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

MANAGEMENT SUMMARY

- An options paper was submitted to the 6th June 06 Housing Programme Board setting out additional pilot options, primarily the use of Wood Green CSC.
- Decision made by Housing Improvement Board for Prevention & Options pilot to Go Live in Wood Green CSC on 16th August 2006.
- All front line Homelessness & Housing Advice services to be delivered through the Prevention & Options model at Wood Green.
- Homelessness Reception at Apex House to become an interview suite where pre-booked Prevention & Options appointments will be held. All emergency appointments to be provided at Wood Green.
- Project on target to meet 16th August 2006 Go Live date.

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-06
End date last month: Dec-06

Current End Date: Dec-06

Project Budget: Budget under development

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

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 May 2007 and; improve the way that Haringey meets Housing Need within the borough over the next 5 years.
- Approval received from Executive Advisory Board for consultation on developed Lettings policy to begin. Consultation activity has commenced with attendance at Haringey organized events for residents and community groups. Planning underway for joint Haringey/Havco sponsored event in late July.
- Approval received from Housing Improvement Programme Board to implement electronic solution to Re-Registration exercise. Development work underway with suppliers. Re-registration exercise will include a consultation element which will provide quantitative data.

Timescales / Status

- Housing Register Re-Registration exercise has been delayed by approximately 2 months due to decision to use electronic data capture mechanisms. Awaiting confirmation of implementation date.

Project Sponsor:
Julian Higson

Project Manager:
Christian Carlisle

SECTION 6 – PEOPLE STREAM BOARD

People Stream Board												
(1) EQUAL PAY REVIEW				Project Description/Objectives 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: <ul style="list-style-type: none">A new pay and grading structure with simplified grades and progression criteriaOne job evaluation scheme to be used for all staff within a specified pay rangePay protection arrangementsA 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		Project Budget: £100,000		Spend to date: None Forecast Spend: £100,000		
				MANAGEMENT SUMMARY								
Month This	Month Last	Status	Time scale	Budget	Resources	Issues	Risks	<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.				
G	G	A	G	G	G	G						
<div>Project Sponsor: Andrew Travers</div> <div>Project Manager: Steve Davies</div>												
							Progress since last period <ul style="list-style-type: none">Meeting held with Trade Union representatives to present employer side response to the Trade Union comments on the pay package and data on allowances circulated to trade union representativesCommunication timetable developed and discussed with trade union representatives.Specific meetings to be arranged to discuss certain elements of the pay proposal.Costing for pay model to be revised.Meeting to be held with Director of Finance to discuss budget implications.					

People Stream Board

(1) EQUAL PAY REVIEW

Timescales

- 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 because less jobs will be evaluated than originally envisaged. 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

Project Budget: £11,000

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

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

MANAGEMENT SUMMARY

Progress

- The project initiation document (PID) was agreed at the June People Stream Board. Amendments and additions recommended by the stream board have been completed. The PID sets out key outcomes and deliverables and identifies the key projects that form part of the Investors in People programme.
- Project team and board now agreed and function and roles clarified.
- Staff survey completed – approximately 3,000 were returned which represents a 60% return rate. High level results are due by 11 July, followed by data down to business unit level.
- The results of the Staff Survey will determine where the liP Impact projects are to be located. The purpose of these projects will be to help identified areas of high risk to meet the new liP standard. The project board's first task will be to develop criteria to help identify impact projects.
- Timescale:** The data collection timescales for the staff survey were extended to increase the response rate. It was originally planned that the Impact projects would be specified by July but this had been delayed to August. This will not impact on the overall project timescales.

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.

Project Sponsor:
Philippa Morris

Project Manager:
Karen Rowing

People Stream Board

- 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.
- 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.

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.

People Stream Board

(3) CORPORATE HEALTH & SAFETY ACTION PLAN

Project Description/Objectives

- To reduce work related accidents by 30% by 2010. Interim Targets will seek a reduction of approximately 10% per year. (To be tested by Corporate Audit in 2007-2008)
- To improve the Council's Health and Safety Management Systems so that all Directorates integrate service health safety and welfare issues into Business Planning and Performance Management by March 2007
- To increase knowledge and awareness amongst managers and other staff about their health and safety roles and responsibilities by March 2007. (To be tested by Corporate Audit in 2007-2008)
- To form an effective partnership with the Health and Safety Executive in demonstrating best practice in health and safety performance by March 2007.

Original End Date: 31-Mar-2007
End date last month: 31-Mar-2007

Current End Date: 31-Mar-2007

Budget: £N/A – activities to be met from current budgets or staff time. See note below.

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

MANAGEMENT SUMMARY

Progress

- The Project Initiation Document was agreed at the People Stream Board on 21st June, subject to updating the PID to reflect comments made at the meeting.
- New Corporate Guidance Documentation for Contractor Performance produced.
- New Corporate Health and Safety Policy produced. To be agreed with CEX prior to roll-out across the Council.

Budget

- Many of the Action Plan objectives are not reliant on capital investment, but rather depend on commitment from all levels of the organisation in terms of effective change management. The only foreseeable cost implications at this present time will involve purchase of a corporate e-learning package once a suitable product has been identified. At the appointed time the issue will be fully costed and discussed with the Project Board before presentation to Stream Board.

Project Sponsor:
Stuart Young

Project Manager:
Dave Cope

People Stream Board

(3) CORPORATE HEALTH & SAFETY ACTION PLAN

Timescale

- The vast majority of milestones identified across each action plan objective have specified timescales, with intended outcomes realised by the end of Financial Year 2006-7. The Health and Safety Executive will be revisiting the Council to discuss progress before the end of 2006. Where Working Groups have been established to deliver significant elements of the Action Plan, there is greater scope for effective contingency. The scheduled audit during 2007-2008 will measure Council progress against all required outcomes.

Resources

- The project team responsible for delivery of the programme has been defined and is strengthened by the successful recruitment to the existing vacancy in the Corporate Health and Safety Team. In addition the personnel necessary to drive critical areas of the Action Plan such as the Corporate Health and Safety Committee and the Action Plans already formed are complete. However, the risks identified in the Project Initiation Document specify that unforeseen business needs may impact on specified areas of the Project.

Issues

- An ongoing issue remains the level of priority given to this Action Plan across the organisation. The Project Team while, investing suitable time and commitment towards delivering the project will depend greatly on partnership working with all identified stakeholders.

SECTION 7 – VALUE FOR MONEY STREAM BOARD

Value for Money Stream Board										
(1) ASSETS STRATEGY							PROJECT DESCRIPTION / OBJECTIVES			
							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.			
							Specific project objectives are to:- <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: £2809k (£500k CMP; £2309k Accommodation Strategy)		Spend to date: £117k Forecast spend:£1845k				
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks	Corporate Management of Property <ul style="list-style-type: none">• Earlier technical snags have been resolved enabling Property Helpdesk to go LIVE on database. Difficulties in extracting reports from Database are expected to be resolved shortly.• Results of condition surveys of buildings are currently being evaluated and a prioritised list of repair and maintenance work is being drawn up.			
A	A	A	G	G	G	G				
Project Sponsor: Andrew Travers Project Manager: Dinesh Kotecha							Timescales <ul style="list-style-type: none">• Results from condition surveys are having to be entered temporarily on a stand alone spreadsheet until Raindrop have resolved snags with Database, thus delaying full operability.			

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Value for Money Stream Board

(1) ASSETS STRATEGY CONT.

Accommodation Strategy

- Alexandra House Refurbishment: consultation progressing via group comprising a “champion” from each team in Alexandra House.
- 40 Cumberland Road: Scope of works under discussion.

Timescales

- The planned vacation and disposal of some buildings (e.g. Civic Centre) remain 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 outcome of Wood Green Town Centre Masterplan.

Issues

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

Asset Management Plan

- Revised Plan submitted to CEMB and scheduled for Executive on 25 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: June-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 final report has been completed and will be presented to the VfM Stream Board.

Project Sponsor:
Anne Bristow

Project Manager:
Jaine Le Cornu

Value for Money Stream Board

(3) 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.

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

MANAGEMENT SUMMARY

Marketing & Communications and Temporary Accommodation

- Projects are now reporting into the Customer focus and the Wellbeing Stream Boards. It has been requested that information on the savings be fed into the Procurement Project Board (PPB).

Transport

- Project is now in progress. The specification is currently being drafted, union consultation is underway and the project board has been established.
- There is an issue that savings generated may not become corporate savings.

Project Sponsor:
Anne Bristow

Project Manager:
Michael Wood

Value for Money Stream Board

(3) PROCUREMENT PROGRAMME CONT.

Directorate spend analysis

- Information has now been sent out to all Directorates and CPU have offered support in identifying the procurement strategy that needs to be put in place.
- The resource centre is now in place and the first invoice has been processed. The savings figure shown in the savings report this month is not an accurate representation as only a small percentage of actual spend was invoiced. Savings should increase during July with the implementation of electronic time-sheeting.

Training Consultants

- The revised PID has been produced for PPB on 6 July. OD&L will be expanding the brief for training consultants to cover more training services such as accommodation.

Energy procurement

- This has been reviewed and potential savings of 19.5% (£350k) are possible on just one of the six energy contracts in place. To achieve these and other savings it will require a radical shift in procurement arrangements. A report to this effect is currently with the Interim Director of Finance for approval.

Bought in legal services

- It has been identified that the spend on legal services is significantly lower than first anticipated from the original spend analysis's data.
- Legal services are producing for PPB 6th July 2 reports one to cover the issue of spend on Counsel and the other to look at the overall spend on legal services disaggregating the amount paid in insurance settlements and recommending a strategy to go forward.
- Finance will give verbal feedback on the outcome of their discussion with Insurance section on the Councils ability to use law firms other than those proposed by the insurance company.

Timescales / Issues / Risks / Budget:

- There are concerns that the lack of ownership of projects will hinder the progression of the projects. Progress will continue to be reported to the VfM Stream Board for escalation to CEMB.
- 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 Procurement Board.

Value for Money Stream Board

(4) USE OF RESOURCES

PROJECT DESCRIPTION / OBJECTIVES

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

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

Original End Date: Dec-06

Current End Date: Dec-06

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

Risks	Issues	Resources	Budget	Timescale	Status Last Month	Status This Month
G	G	G	G	G	A	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 have been completed.
- Internal audit to carry out assessment, monitoring and evaluation of partnerships as part of the audit plan for 06/07.
- The corporate business plan has been produced and is available on the web. Printed copies will be available from the middle of July.
- 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 been transferred to Personnel.
- Resources identified to review the budget scheme of delegation by December.
- Resources identified from within corporate finance and improvement and performance to complete the annual report and the value for money self assessment. The annual report will be published as an insert to Haringey people in July/August.
- The value for money self-assessment is to be submitted on the 31st July 2006. The value for money profiles are yet to be published, in light of this extracts from last years assessments have been sent to the relevant services for updates and financial information showing where spend has increased/decreased have been circulated. Additional work is being undertaken by the improvement and performance team to identify where performance has changed overtime and this is also to be circulated to business units.
- Awaiting confirmation from the Audit Commission on when the Use of Resources assessment will take place. It will occur between July-October 2006.

Project Sponsor:
Andrew Travers

Project Manager:
Gerald Almeroth

Value for Money Stream Board

(5) TRANSACTIONAL EFFICIENCY.

PROJECT DESCRIPTION / OBJECTIVES

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: tbc

Current End Date: tbc

Project Budget: £500k for upgrade & transactional efficiency

Spend to date: £30.74
Forecast spend: tbc

CMS

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

MANAGEMENT SUMMARY

BI and CMS

The CMS blueprint was signed off on 15th June following clarification of outstanding issues Initial analysis has highlighted the 80/20 ratio of business tasks and technical tasks and work is underway to further quantify the business resource needed.

Change management has been identified as a key area of work and planning has started to identify the people within the business that will need to be informed, trained and kept abreast of CMS development. Procurement has approached OD&L for resources to support this part of the project. Due to a greater appreciation on business task, change management and the alignment to the technical implementation, it is likely the original planned go-live date for the 31st of October will need to be reviewed.

Project Sponsor:

Andrew Travers

Project Managers:

Catharine Southern / Kamla Chetty / Julia McClure

Value for Money Stream Board

(5) TRANSACTIONAL EFFICIENCY CONT.

Business Intelligence

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

The BI project plan was completely re-written following a decision to change the implementation approach. As reported last month there had been severe delays in the delivery of key milestones and LogicaCMG were looking at an alternative approach. This approach was agreed as the only practical way to move the project forward and involves them delivering the standard build and Haringey querying it to see if our top ten transactional reports and other strategic reporting can be delivered.

The revised approach uses up all of the allocated development days and it is not yet clear what outputs will be delivered. Additional resource will be needed to complete Phase 2 – CMS reports although this will be mitigated by the knowledge and skills gained by internal resources who should be able to take on some of the work required.

Upgrade

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

Upgrade

Good progress is being made with the upgrade. A kick-off meeting with all team members was held last month and consecutive meetings have followed to define all business activities that will need to dovetail into the technical plan.

Meetings have also been held with team members to ensure that they are fully aware that comprehensive end to end process testing will need to be done to ensure that the upgraded system is working as it is now, before it is launched to end users.

Transactional Efficiency

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

Demo of the new version of SAP has been provided to team members to give them an idea of the look and feel. From the brief overview, they are fairly comfortable that there is not a significant change in the look and feel; although there will be an element of change to end users, the impact will be less.

Transactional Efficiency

The transactional efficiency board is 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

Value for Money Stream Board

Currently, we are in the process of reviewing organisations that could provide guidance on the best approach.

SECTION 8 – CUSTOMER FOCUS STREAM BOARD

Customer Focus Stream Board										
(1) INSOURCING ICT LEVEL 1 PROJECT		PROJECT DESCRIPTION/OBJECTIVES								
		<ul style="list-style-type: none">To transition support of the infrastructure delivered by the Tech Refresh programme from the project team to permanent staffTo 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 designTo design processes and develop role definitions to deliver a user support and infrastructure maintenance service based where applicable on ITIL recommendations.To design an organisational structure that encapsulates the defined roles and processes, utilising existing resources as much as possible to fill the new structure and recruiting additional skilled resources where necessary.								
		Original End Date: Dec 2006 End date last month: Dec 2006		Current End Date: Dec 2006		Project Budget: £6,435m		Committed spend to date: £1,767m Forecast Spend: £5,935m		
Month This	Month Last	Status	Timescale	Budget	Resources	Issues	Risks	MANAGEMENT SUMMARY		
G	G	A	G	G	G	G	G	The Programme continues to progress within time, cost and quality tolerances allowing the overall programme RAG status to continue at Green.		
Project Sponsor: Davina Fiore Project Manager: Lidia Lewis								Timescale – The programme timescale RAG status continues at Amber due to:		
								<ul style="list-style-type: none">continuing potential for delay in obtaining the sign-off of the proposed new high-level ITS organisational structure and the delegated authority for its detailed implementation;continuing difficulties in obtaining the level of service and quality of candidates from our existing recruitment partner and the potential for delay from the process to find a new partner;delayed availability of 3rd parties to carry out independent challenges.		
								Budget – The programme budget RAG status continues at Green with no update to the figures available but with the understanding that there has been no significant unexpected expenditure that would materially affect the trend of actual spending versus profiled spending.		

Customer Focus Stream Board

(1) INSOURCING ICT CONT.

Resources – The programme resources RAG status continues at Green with an attempt being made to redeploy existing Service Delivery stream resources in order to deal with current resourcing bottlenecks; the results will be monitored and if the situation does not improve in the future, the RAG status might need to be amended and a request put in for overtime or additional resources at a cost to the programme.

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

Risks – Most risks are being satisfactorily managed 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** – Preparation for the implementation of Infra, the new service management tool, continues with a partial PO being despatched to the supplier while detailed negotiations on Ts&Cs continue, an implementation approach being agreed with the supplier, a temporary hardware platform being built for testing and two additional resources being seconded in from the Service Delivery stream to help with the implementation; documentation for the new ITIL based processes is being finalised based on feedback from interested parties; consultation discussions have been held with the non-ITS support teams regarding the ITIL process design activity and the proposed functional reorganisation; whilst there are some risks to the implementation phase, there continues to be a high level of confidence that we can still meet the planned dead-lines, without compromising the design of the initial deliverables; the actual implementation will need to move back to the 1st week in September to accommodate staff availability and the impact of this is being assessed.
- **Service Delivery** – There has been significant movement on outstanding fault calls with only 18 outstanding for May and 45 for June giving a total of 63 outstanding calls; for the third week in a row support was fairly uneventful with no outages and fault calls to the helpdesk continue at around 260 - 267 calls per day; an initial draft response has been completed to the Exchange Microsoft health check presented at the last Board meeting; outstanding IT Procurement (operational change requests) have increased slightly from 81 at the previous Board to 85 currently with the slow-down in delivery being investigated; legacy environment decommissioning and migration continues with 10 more servers being decommissioned and 1 new server being found bringing the totals to 75 servers decommissioned out of 227 known legacy servers; at late decision by NIS to withdraw from hosting the Haringey website from 4pm 12th July onwards has necessitated two days of frantic effort and overtime from 3rd line Insourcing staff in order to build and test an internal Haringey web hosting facility.

Customer Focus Stream Board

(1) INSOURCING ICT CONT.

- **Resource** – Job offers to 4 Infrastructure Engineers and 2 Application Packagers have been verbally agreed and formal letters have been sent to all candidates for written agreement; due to the low standard of candidates supplied by Hays IT, a feedback session was held with Hays IT and a representative from HR to discuss lessons learnt throughout the Early Recruitment process that resulted in Hays IT offering to reduce their fees by £10,100; meanwhile a proposal to use both Harvey Nash and Certes for the Infrastructure Manager recruitment (both have offered a “no candidate no fee” basis) is currently being prepared with a view to gaining approval as soon as possible; the ITS restructuring report has been submitted to the Insourcing Board, CEMB and EAB with appropriate feedback; a revised Resource Stream plan for July/August/September has been defined and significant work has commenced on the new organisational structure and Job Descriptions for the Senior Management Team.
- **Programme Quality Assurance** – Undertook a meeting between the Legacy Environment Decommissioning Stream and Microsoft progressing towards an independent challenge, which is on track to be completed by end of August; first phase of the resource model independent challenge was undertaken by the BCS on 3rd July with written high level findings to be made available to the Board at the earliest opportunity; the results of the Customer Satisfaction Survey continued to be analysed and the final deliverable was produced, and will be made available to the Board once it has been signed off by the Head of IT upon her return from vacation; the final Project Managers Brief has now been issued to ITS project managers and business partners providing a guide to technology considerations and implementation processes for IT projects under the new infrastructure.
- **Procurement** – The contracts for Network & Security Services outsourcing signed by Logicalis were sealed by Legal Services Friday 07 July; various discussions have been held with ComputaCenter and Infra regarding the Special Terms and GCat Terms in relation to their contract to supply the service management tool with some items still outstanding and requiring further negotiation; meanwhile the latest draft of the GCat Supply Contract was sent to Legal Services on Fri 30 June with notification of the anticipated timeline for final agreement to be reached between the parties and that the contract will be required to be sealed by Legal Services as soon as possible thereafter; also meanwhile a PO was issued to Infra for 40% of the software fees in accordance with the payment schedule agreed between the parties, to enable the implementation of the Service Management tool to commence whilst the contractual negotiations are finalised.

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

Project Budget: Development work is funded from mainstream funding and the net revenue effect is nil.

MANAGEMENT SUMMARY

Amber traffic lights

- Parking Permits have gone live in all four Customer Service Centres. We are able to issue annual Residents permits, however technical problems have been encountered printing visitors' vouchers. Civica / Northgate have been notified and work is being carried out to resolve this problem. It is likely that this resolution may take longer than anticipated due to the fact that visitors vouchers require to be printed landscape as opposed to Residents permits which are printed portrait. This will require Civica system to be configured to ensure details print correctly on the visitors vouchers.
- Locating the Preventions & Options Emergency Appointments at Wood Green CSC has been agreed. Planning is underway to ensure that all necessary facilities are available and processes are in place for mid-August Go Live.
- An agreement to proceed has been made with the Head of Enforcement, however it has been decided to go-live in November rather than August to allow time for M3 to embed in Enforcement. Process development work has now commenced with the Implementation Team. It has been confirmed that once MVM is upgraded, e-forms will be integrated with MVM which will reduce the need for Customer Services to access the system directly. This will assist with managing the use of licences for the system.

Achievements

- An agreement to proceed has been made with the Head of PEPPS. Regular Implementation Team meetings will be set up to agree the handover arrangements ready for an October go-live.
- On the 6 June the Customer Services Contact Centre successfully went live with taking E-payments for Sundry Debtor invoices.
- Work with both Central IT services and Parking Services has succeeded in getting us to an interim solution for Parking Permits which was implemented for Hornsey CSC during June.
- An agreement has been reached with the CEMB to transfer all expected virements from Client Services for 2006/07.

Project Sponsor:
Jane Waterhouse

Project Manager:
Carla Segel

Customer Focus Stream Board

(3) CUSTOMER FOCUS PROJECTS

PROJECT DESCRIPTION/OBJECTIVES

To help set and instigate a Customer Focus agenda for Haringey, ensuring that customers are at the heart of service design and delivery through:

- Getting Haringey to be better outward focussed
- Enabling bottom-up involvement in developing and actioning change
- Getting back to basics and getting them right
- Working towards a strategic, coherent and cohesive approach

Current pilot projects are the WOW! Awards, ICS Staff awards Programme and the Customer Focus Network

Original End Date: 31 March 2007
End date last month: 31 March 2007

Current End Date: 31 March 2007

Project Budget: Not applicable. There is no dedicated capital budget for Customer Focus. All costs for pilot projects are being met from revenue budgets.

MANAGEMENT SUMMARY

WOW! Awards

Haringey is piloting a new way for customers to let us know when they have received excellent service – by nominating staff for a WOW! Award. Customers simply tell us who they want to nominate and why (either on-line or on a card) and the strongest nominations are passed on to the WOW! Awards organisation who judge all entries. The WOW! organisation provides its services free of charge. Haringey is the first local authority to take part in this scheme, which has proved popular in the private sector.

Institute of Customer Service – staff Awards scheme

ICS run a very highly regarded staff Awards programme developed specifically to recognise and promote the professionalism needed for providing good customer service. The awards are based very firmly in the business and require staff to demonstrate how they meet the criteria as they carry out their jobs. Because the emphasis is work-based rather than academic, the Awards will appeal to a much wider range of staff and give many of those at the front line an opportunity to gain a qualification for the first time. All those taking part will be teamed with a coach from a different service. A pilot is being run this autumn and if successful, the Awards will be integrated with the wider staff development programme.

Project Sponsor:
Justin Holliday

Project Manager:
Chris McLean

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

Customer Focus Stream Board

(3) CUSTOMER FOCUS PROJECTS CONT.

Customer Focus Network

This Network is aimed at all staff in the council – the only entrance criterion is that they are passionate about providing great customer service. The objective is to provide a loose customer-champion community throughout the workforce, sharing good practice and problem solving. It will operate at four levels to give staff the flexibility about how involved they want to be, depending on time constraints and their service interest.

Amber risks:

Engaging the organisation and lack of corporate clout to help achieve this. The active interest and support of the Customer Focus Streamboard has been sought. This especially applies to the Customer Focus Network project as well as the more general brief of Customer Focus. Customer Focus is to be discussed at CEMB on 10th October 06 and will attempt to address this risk of non-engagement .

PROGRAMME OFFICE COMMENTS

No.	Item
	CHILDREN & YOUNG PEOPLE STREAM BOARD <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.

[Strategy] Local Area Agreement Project Highlight Report

04 September 2006

REPORTING PERIOD: July - August

PROJECT SPONSOR: DAVID HENNINGS

PROJECT MANAGER: NILAM POPAT

START DATE: APRIL 2006

END DATE: FEB 2007

Project objective(s):

The purpose of the project is to coordinate the development of the Haringey Local Area Agreement which will be agreed with Central Government by March 2007.

Objectives:

- To agree the key high level LAA outcomes for the borough with partners (reflecting emerging Community Strategy priorities).
- To address mandatory outcomes/targets (mandatory where funding is receivedⁱ).
- Discuss and agree the overall theme/s of the LAA (e.g. based on key issues).
- Through an agreed process create an effective short list of outcomes important to the borough.
- Identify enabling measures necessary for the successful delivery of the LAA.
- Develop business case(s) for all the enabling measures required
- Develop and agree a set of targets for both local and mandatory outcomes and indicator targets over 3 years.
- Develop and agree a set of reward (stretched) targets, pump priming grant and performance related grant.
- Develop and agree a process for performance management of the LAA

1. TRAFFIC LIGHT (RAG) STATUS

Overall RAG Status		Timescale	Budget	Resources	Issues	Risks
This month	Last month					
G	G	G	G	G	A	A

2. MANAGEMENT SUMMARY

2.1 The LAA project team and partnership group have merged and are meeting monthly. The first meeting took place on 18th August 2006. This was well attended and usefully progressed the LAA by agreeing some overarching themes around:

- economic vibrancy/prosperity,
- a focus on young people aged 14-24,
- narrowing the gap by ensuring that no one is disadvantaged because of where they live or who they are

Other cross cutting issues that will be considered are:

- volunteering (possibly a joint target across the partnership including the VCS)
- how health and well-being can be reflected across the four blocks

2.2 Work to produce baselines and a three year target setting process for the mandatory outcomes is continuing.

2.3 A long list of possible stretch targets has been identified and these are currently being refined across the four blocks.

2.2 Timelines

GOL have set a number of deadlines which in fact mean very tight timescales for the development of the LAA. The key dates are:

29 September	First Full Draft Submission Including business cases for stretch targets and enabling measures
30 November (now changed to 15 December)	A Revised Submission
26 January	Final Draft

The First Full Draft submission is currently being prepared including business cases for the stretch targets and enabling measures for the September



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deadline. Please open document . Many meetings and consultations are taking place over the next three weeks to strengthen the draft and finalise decisions. A report and the draft will be prepared for the

extraordinary meeting of the Haringey Strategic Partnership on 18th September.

2.3 Partner and Service Engagement

The LAA Partnership Group and the LAA Project Team have been merged and the first joint meeting of partners and officers was held in August.

2.4 Financial monitoring and performance management.

A report is being drafted covering the financial aspects of the LAA (nationally pooled funding and funding to be aligned and pump priming and performance related grant related to the stretch targets). The report will set out options for consideration by CEMB.

3. PROJECT BOARD/TEAM SUMMARY

The LAA Project Team and the Partnership Group have merged to better address cross-cutting issues and added value of partnership working. The first meeting of this joint group was an extra meeting agreed at the July meeting and was held on the 18th August 2006.

3.1 Key Activities in this reporting period:

- Both the LAA Partnership Group and the LAA Project Team met in July.
- Block leads in conjunction with the Improvement and Performance Team have identified all available baseline data and targets and are developing three year targets where necessary for the mandatory outcomes and indicators.
- All blocks have identified possible stretch targets and a long list has been compiled.
- Possible enabling measures are being considered although these have not been seen as a priority for Haringey's LAA as the experience to date has shown that not many have been agreed.
- Corporate Finance is identifying the total sum of funding streams that will be pooled nationally for each of the blocks as well the total sum of funds likely to be aligned to the LAA outcomes.

3.2 Key Activities planned for next reporting period:

- Council LAA block leads to continue to work with Improvement and Performance and the thematic boards to develop the target setting process for the mandatory, optional and stretch targets.
- Reduce the long list of stretch targets to a list of 14 with two being held in reserve.
- Develop business cases for enabling measures being requested. Some of these will be those requested by other boroughs but which also apply to Haringey in order to keep sustained pressure on government departments- particularly in light of the forthcoming Spending Review. Others will be requested because they have been identified as barriers to the delivery of specific mandatory or stretch targets.
- LAA Finance, governance and performance report to CEMB 12th September.

- Prepare report and first draft for extra HSP meeting on 18th September.

4. PROJECT BOARD ATTENDANCE

Partnership Group Meeting

Date of Meeting: 18th August 2006

Name	√ / x	Name	√ / x
David Hennings (Council)	√	Faisal Khan for Gerald Almeroth (Council)	√
Stephen Clarke (for Simon O'Brian) (Police)	√	Martin Tucker for Karen Karen Galey (Council)	√
Paul Head (ConEL)	√	Zena Brabazon (Council) for Justin Holliday (Council)	√
Stanley Hui (HAVCO)	√	Eve Pelekanos (Council)	X
Pastor Nims Obang (Peace Alliance)	√	Carole Pattison (Council)	X
Linda Banton (JobCentre Plus)	√	Stephen Clarke (ALMO)	X
John McDonald (LSC) (for Yolande Burgess (LSC)	√	Faiza Rivzi (HARCEN)	X
Gerry Taylor (HTPCT)	√	Marcos Chryrsostomous (HAVCO)	X
Margaret Gallagher	√		
Sharon Shoesmith (Council)	√	Joanna David (Council)	X
Catherine Cobb (Council)	√		
Rachel Pugh (Council)	√	Julian Higson (Council)	X
Janice Robinson (Council)	√	Neil Mawson (Housing Association)	X
Janette Wallace Gedge (Council)	√	Eve Pelekanos (Council)	X
Nilam Popat (Council)	√	Jane Chambers for (NDC)Symon Sentain (NDC)	X
Jodie Szwedzinski (Council)	√	Linda Banton (JCP) Walter Steel (JobCentre Plus)	X
Anne Bristow (Council)	√	Deborah Cohen (MHT)	X
Jean Croot (Council)	√		
Vicky Hobart for Ann-Marie Connolly (PCT)	√		

5. CHANGE CONTROL (CHANGE REQUESTS)

- GOL have informed us that the full business cases for each of the stretch targets and enabling measures must be included in the draft submission. This will put further pressure on the Partnership Group to meet the already tight deadlines.
- The Partnership Group and the Project Group were merged.

6. PROJECT BUDGET

6.1 Total Project Budget

Budget for the financial year 2006/07								
Project cost plan lines	Original budget	Revised budget	Profiled budget to date	Actual expenditure to date	Year to date variance *	Projected expenditure for year	Projected variance for year	RAG status
	£10'000							G
TOTAL	£10'000							G

7. PROJECT TIMESCALES / MILESTONES

Project Milestones (Based on PMF Roadmap – please state N/A for milestones that do not apply to this project)						
No	Milestone(s)	Original Target Date	Current Target date	Actual Completion date	Status (RAG)	Explanation for Red/Amber status and any target date variances
1	Start date agreed	11 April 06			G	
2	Project and Partnership Group merged and meetings in place for the year	30 April 06			G	
3	Develop and agree statement of stakeholder and community and voluntary engagement, and decision making processes.	April – May 06			A	Agreed in principle to link with existing Community Strategy consultation and the existing partnership arrangements. VCS to consult with their stakeholders including residents
4	Establish evidence base with Community Strategy project	End of April			G	

Project Milestones (Based on PMF Roadmap – please state N/A for milestones that do not apply to this project)						
No	Milestone(s)	Original Target Date	Current Target date	Actual Completion date	Status (RAG)	Explanation for Red/Amber status and any target date variances
5	Regular reporting CEMB Programme Management Sessions	30 th Mary, 27 June 25 July 29 August 26 September 24 Oct 21 Nov 19 Dec			G	
	EAB/Executive	27 June 5 September 14 November			G	
	Executive	23 January			N/A	
	HSP	20 June, 12 Oct, 20 Dec 22 March			G	
	SMT	24 Aug 14 Sept			G	
6	CEMB away day	April 06			G	
7	HSP Event prioritising for the area	End May 06			G	
8	HSP project team meeting agreed and meetings for the year	31 May 06			G	
9	Establish long list of outcomes for the LAA/CS	3 June 06			N/A	As these are mandatory

Project Milestones (Based on PMF Roadmap – please state N/A for milestones that do not apply to this project)						
No	Milestone(s)	Original Target Date	Current Target date	Actual Completion date	Status (RAG)	Explanation for Red/Amber status and any target date variances
	Refine list to a more challenging but realistic set of outcomes	End June			N/A	
	Agreed LAA theme where can it deliver the greatest impact	3 June 06			G	
	Establish block arrangements integrated into the thematic partnership supported by officer's prep. groups	30 June 06			G	
	Identify indicators for the LAA including reward element indicators and enabling measures	30 June 06			A	Work begun but not completed
	Draft business case for enabling measures	4 July 06			A	Dependent upon above
	Draft initial performance management arrangement	June - August			G	
	Special HSP meeting to sign-of LAA	18 th September			G	
	Submit first draft for negotiation	Sept 06			N/A	
	Continue to refine draft	Sept- Nov 06			N/A	
	Negotiations begin around enabling measures and reward element	Sept-Nov 06			N/A	
	Redraft and refine based on outcomes of each negotiation	Nov – Jan 06			N/A	
	Submit substantive draft	26 Jan 07			N/A	
	Agreement signed	March 07			N/A	

8. ISSUES

8.1 Open Issues

Issue	Issue Owner	Resolution plan	Deadline
Partners and services need to provide baselines and three year targets for each of the mandatory indicators.	Improvement and Performance/Partners and block working groups	Increase on the less than 50% of indicators that already have baselines and 3 year targets	8th September 2006
Partners need to consider the evidence which enables the translation of the mandatory outcomes and indicators to the borough's needs.	Partnership group/Block working groups/Improvement and Performance	Determine key areas/groups that should be targeted and whether there is any other than for NRF targets.	8th September 2006
Partners need to consider which optional outcomes and indicators if any will be included. Funding Streams should be indicated for alignment.	Block working groups/Improvement and Performance	Meetings are to be held to identify any optional indicators.	8th September 2006
A mandatory template for each of the stretch target has to be completed. This will be the most resource intensive and time consuming task for the LAA.	Block working groups/Improvement and Performance	Reduce the long list (about 30 targets) to 14. Meetings are being arranged to complete the templates.	8th September 2006
The enabling measures required should on the whole arise from discussions around the development of the outcomes framework and the reward element. A business case for the requested enabling measures is required.	Policy and Partnerships	We request enabling measures made by other Boroughs where they are relevant to Haringey and prepare business cases for the key measures identified in any of the four blocks.	8th September 2006

Partners need to decide if any extra funding streams need to be aligned to deliver the outcomes in the LAA.	Partnership Group/ Corporate Finance	Corporate Finance to pull together indicative figures for the centrally pooled funding streams. Funding streams for alignment to be identified.	September 2006
How decisions to spend the centrally pooled funding streams will be made. However, in reality this is all existing funding and therefore already committed. Process for ensuring that spend follows the priorities of the LAA this includes decision about NRF by the thematic partnerships. Agreeing where the pump priming funding will be invested. Agreement with HSP about the process and principles that will apply to the distribution of the performance related grant.	Partnership Group/ Corporate Finance	A report is scheduled for CEMB for the 12 September to ensure that there is coherent process	12 September 2006

9. KEY RISKS

9.1 Open Risks

*** Key:** *H = High; M = Medium; L = Low*

Risk	Risk Owner	Impact (H/M/L)*	Probability (H/M/L)*	Mitigation Plan Summary	Deadline
Failure to have high level buy in	IO'D	H	L	Ensure buy in from CEMB/ Leader/HSP from the outset.	Achieved
Failure of services to engage	CEMB lead and service directors	M	H	CEMB leads to champion the LAAs. Included LAA in key officers' performance appraisal	Block leads agreed

Failure of partners to engage	Head of Partner orgs	M	H	Through the executive arm of the HSP ensure partners' buy in.	LAA Partnership grp an SSCF group
Unable to develop robust business case for the enabling measures	Service/partner lead	H	M	Ensure evidence base is strong Drop completely or refresh in year two refresh	30 September
Reward element indicators unlikely to result in the full performance related grant	Service/partners agency	M	L	Ensure pump priming directed and establish strong performance management.	January 2007

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Strategy Service

Sustainable Community Strategy

Project Highlight Report

29TH AUGUST 2006

REPORTING PERIOD: End of August 2006

PROJECT SPONSOR: David Hennings

PROJECT MANAGER: Janice Robinson

START DATE: March 2006

END DATE: April 2007

Project objective(s):

- To develop a vision for Haringey for the period 2007 -2016
- To develop high level objectives for the borough covering the period 2007-11/12 (linked to the LAA)
- To undertake a sustainability and impact assessment of the strategy
- By March 2007 produce a document that is the Sustainable Community Strategy, ensuring it is formally agreed and owned by both the Council and the Haringey Strategic Partnership
- By April 2007 publish this document in a variety of formats suitable for a range of audiences



1. TRAFFIC LIGHT (RAG) STATUS

[This section is **mandatory for all** projects]

Overall RAG Status		Timescale	Budget	Resources	Issues	Risks
This month	Last month					
G*	G	G	G	G	A	A

[*Delete as appropriate]

2. MANAGEMENT SUMMARY

2.1 Issues

- The development of the sustainable community strategy is now reaching a critical stage. The HSP will be considering the priorities and vision for the Community Strategy at the scheduled meeting on 16th October 2006.
- The consultation will also be taking place at the Area Assemblies
- The arrangements to manage the development of the sustainable community strategy have not evolved in the way previously anticipated. There is no HSP Executive or Public Service Board.
- Whilst arrangements have been thus far been largely sufficient the project is reaching a number of critical milestones and arrangements will need to be put into place to ensure that there is a robust interface between the project manager and any negotiations between CEMB, key Executive members, the Executive and the HSP.
- Communication and reporting arrangements between the project manager and the project sponsor will need to be such to ensure that there is sufficient direction given so that forthcoming reports and arrangements are managed in the best way possible and that they are understood and supported by all key stakeholders.
- It should be noted that there is currently no Partnership project group involved in the Development of the sustainable community strategy. However, it is proposed that the LAA Partnership Group, which has been established to develop the LAA, should now take on the development of the strategy. At present there is no HSP meeting between mid October and the 20th December 2006. This is a critical time in the development of the Community Strategy.
- A special HSP is scheduled for 18th September to agree the LAA. Whilst this meeting is devoted to the LAA it is intended that a short update on the Sustainable Community Strategy be sent to this meeting.
- It should also be noted that it is intended that a report be sent to the EAB at the meeting scheduled for 10th October 2006. This report will provide an overall update and will look at the consultation results so far. It could also offer an opportunity for members of the Executive to revisit the work they did at the joint session with CEMB around the priorities and link this to the work of the LAA.

3. PROJECT BOARD/TEAM SUMMARY

3.1 Key Activities in this reporting period:

- Analysis of the public consultation
- Research
- Formulation of proposals for forthcoming HSP events and scheduled meetings
- Proposals developed for the autumn consultation including Area Assemblies - see attached proposals. Neighbourhoods have been sent these but not have yet provided comments
- Finalisation and agreement of consultation programme with Area Assemblies

3.2 Key Activities planned for next reporting period:

- HSP event to discuss the LAA (detail contained in separate highlight report) – update on the development of the Sustainable Community Strategy to be put onto the agenda
- Report providing an update to EAB for the meeting on 10th October 2006
- Consultation with the Area Assemblies and Partnership theme boards
- Results of staff consultation
- Planning for and agreement around the format of the HSP to be held on 16th October 2006
- Writing report for the HSP to be held on 16th October

4. PROJECT BOARD ATTENDANCE

The project group did not meet over the August period. The meetings will however be approximately every three weeks for the rest of the project lifetime.

Date of Meeting:

Name	√ / x	Name	√ / x
Janice Robinson		Nilam Popat	
Carole Pattison		Ambrose Quashie	
Mary Connolly		Helena Pugh	
Rachel Pugh		Rosie Dei Boateng	
Janette Wallace Gedge		Charles Wright	

5. CHANGE CONTROL (CHANGE REQUESTS)

- The first draft of the Sustainable Community Strategy will need to be ready by the end of October/start of November
- The HSP meeting on 20th December will look at results on the 1st draft.

6. PROJECT BUDGET

[This section is mandatory for programme projects. Smaller projects should attempt to complete this table but can agree different budget reporting arrangements with their project sponsor]

6.1 Total Project Budget

Budget for the financial year 2006/07								
Project cost plan lines	Original budget	Revised budget	Profiled budget to date	Actual expenditure to date	Year to date variance *	Projected expenditure for year	Projected variance for year	RAG status
	£55,000 Fifty five thousand pounds	same		£26,000		£55,000	none	G
Contractor works								G
Consultants								G
Equipment								G
Add further lines								G
TOTAL				£26,000				G

6.2 Explanation for variances and remedial action being taken – not applicable

6.3 Financial Year Summary – Not applicable

Budget Position for the project if over more than one year

7. PROJECT TIMESCALES / MILESTONES

[This section is **mandatory for all** projects]

Project Milestones (Based on PMF Roadmap – please state N/A for milestones that do not apply to this project)						
No	Milestone(s)	Original Target Date	Current Target date	Actual Completion date	Status (RAG)	Explanation for Red/Amber status and any target date variances
1.	Evaluation of HSP & community strategy process				G	Now being considered in overall review of HSP
2.	Evidence base and key statistics to support development of community strategy Further evidence to be produced by end of June 06 e.g. investment of private sector/business			End of April 06 and ongoing	G	
3.	HSP conference – developing the next community strategy			25 th May 06	G	
4.	Production of consultation strategy & plan that is specific to the community strategy	End of May 06		Early June 06	G	
5.	Analyse outcome of HSP conference and produce short conference report			End of June 06	G	
6.	Briefings for the voluntary & community sector			June 06 and on-going	G	
7.	HSP meeting			20 th June	G	
8.	Public consultation including public events, use of Haringey People and website	June 2006		17 th June 2006	G	
9.	More formal consultation using Council's structures e.g. REJCC, Older peoples forum, Youth Parliament		Summer-autumn	Commenced June -	G	

Project Milestones (Based on PMF Roadmap – please state N/A for milestones that do not apply to this project)						
No	Milestone(s)	Original Target Date	Current Target date	Actual Completion date	Status (RAG)	Explanation for Red/Amber status and any target date variances
			2006	ongoing		
10	Council to consult with staff via senior managers event		Commence summer 2006	Commenced and on-going	G	
11	Reports to CEMB		25 th July & 29 th Aug 06	✓	G	
12	HSP members to consult with their organisations/staff etc		By mid Sept 2006		G	
13	HSP partnership theme boards consultation		4 th -13 th Sept		G	
14	Area Assemblies consultation		11 th Sept-17 th Oct		G	
15	Report pulling together consultation results so far (for HSP on 16 th Oct)		14 th Sept (TBA)		G	
16	Report to CEMB		26 th September 06		G	
17	Report for EAB		10 th Oct		G	
18	HSP facilitated workshop to agree priorities and vision		16 th October 06		G	
19	Sustainability impact assessment		October		G	

Project Milestones (Based on PMF Roadmap – please state N/A for milestones that do not apply to this project)						
No	Milestone(s)	Original Target Date	Current Target date	Actual Completion date	Status (RAG)	Explanation for Red/Amber status and any target date variances
			2006			
20	Report to CEMB		31 st October 06		G	
21	Draft community strategy completed		End of October 2006		G	
22	Consultation on draft commences		Start November 2006			
23	Up date sent to HSP scheduled for 20 th December		23 rd November		G	
24	Report to CEMB		28 th Nov 06		G	
25	Draft of community strategy to EAB		12 th Dec 06		G	
26	HSP		20 th December		G	
27	Report to CEMB - December date to be ascertained		Will there be a CEMB on 28 th Dec 06?		G	

Project Milestones (Based on PMF Roadmap – please state N/A for milestones that do not apply to this project)						
No	Milestone(s)	Original Target Date	Current Target date	Actual Completion date	Status (RAG)	Explanation for Red/Amber status and any target date variances
28	2 nd draft of community strategy completed		13 th January 2007		G	
29	Consultation on 2nd draft via website, e-mail & post		19 th January – 5 th February 07		G	
30	Report to CEMB		30 th January 07		G	
31	Report verbal update to EAB		6 th February 2007			
32	Report and final draft to Council Executive scheduled for 20 th February		13 th February 07		G	
33	Formal draft for approval completed by		23 rd February		G	
34	Report to CEMB		27 th Feb 07			
35	Seek approval of Council & HSP		19 th & 22 nd March respectively		G	

Project Milestones (Based on PMF Roadmap – please state N/A for milestones that do not apply to this project)						
No	Milestone(s)	Original Target Date	Current Target date	Actual Completion date	Status (RAG)	Explanation for Red/Amber status and any target date variances
36	Report to CEMB		27 th March 07		G	
37	Publish documents in a variety of formats		April 2007		G	
38	Closure report to CEMB (with agreement around the monitoring/performance management and updating of the Community Strategy Action Plan)		24 th April 2007		G	

8.1 Open Issues

Notes:

*[Issues are events or actions that **are already a reality** and impact the project in some way]*

Issue	Issue Owner	Resolution plan	Deadline
See Section 2 of this report	CEMB	<ul style="list-style-type: none"> TBA 	29 th August 2006
Need for an agreed project sponsor	CEMB & the HSP	<ul style="list-style-type: none"> Agree sponsor or other workable arrangement 	

8.2 Key Issues closed since last report

Issue	How resolved

9. KEY RISKS

Risk	Risk Owner	Impact (H/M/L)*	Probability (H/M/L)*	Mitigation Plan Summary	Deadline
Lack of information for project team to build evidence base	CEMB & HSP	M	H	CEMB and senior officers on the HSP need to ensure information is forthcoming. (Thus far co-operation and engagement have been high.)	On-going
Divergent views from various interested parties	CEMB, Exec & HSP	H	M	Clear leadership & steer	On-going
Consultation slippage	P & P (JR)	M	L	Detailed plan now produced. (Currently on target)	On-going
Late receipt of information leads to failure to put documents together in time to meet deadlines	P & P	M	H	Deadlines will be met and information gathered at later stage	On-going

9.2 Key Risks closed since last report
[This section is mandatory for all projects]

Risk	How resolved

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Overview & Scrutiny Committee
The Executive
On 12 September 2006
On 12 September 2006

Report Title: **Annual report for 2005-06 on the Council's handling of complaints and members' enquiries**

Forward Plan reference number: **40**

Report of: **Executive Members for Organisational Development & Performance Management, and Community Involvement**
Chief Executive

Wards(s) affected: **All**

Report for: Non key decision

1. Purpose

1.1 To receive the annual report on the operation of the Council's handling of complaints, compliments and suggestions, and members' enquiries

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

2.1 This report outlines how far the council has come in the last year in terms of handling complaints, compliments, suggestions and members enquiries.

2.2 While there has been a national increase in complaints to the Ombudsman in some sectors, we have actually seen a decline. Additionally, the average time taken by the council to reply to first written enquiries on complaints to the Ombudsman has improved once more and now stands at 18 days, against a target of 28 days.

2.3 In sum, the report highlights a council wide improvement in performance and it is my hope and wish that the Council continues to move in the right direction.

3. Introduction by Executive Member for Community Involvement (Cllr Lorna Reith)

3.1 One of the key roles of members is taking up issues of concern to local residents. Ensuring members get full and timely responses to their enquiries is fundamental to local democracy. This is the first time that members' enquiries have been included in the Annual Report.

3.2 The operation of members' enquiries was the subject of a Scrutiny Review in 2005. This report details the progress made in implementing new procedures which arose from the Scrutiny Review and also sets out the performance for responses to

members' enquiries across directorates.

3.3 The new system is straightforward for members to use and allows for regular monitoring and performance management. The appointment of a dedicated Members Enquiries Office in the Central Feedback Team has ensured that all directorates follow procedures and are chased if they fail to meet deadlines or if responses are inadequate.

4. Recommendations

The Executive and the Overview & Scrutiny Committee are recommended to:

4.1 Receive the annual report.

4.2 Note performance in 2005-06. (See section 2 for complaints and paragraphs 5.5/6 for members' enquiries)

4.3 Note progress in implementing the improvements to the Council's customer feedback arrangements. (See section 4)

4.4 Note the Local Government Ombudsman's annual letter and the Council's response. (See appendix 3)

4.5 Note progress in implementing and administering the new procedures for members' enquiries. (See section 5)

4.6 Indicate any issues relating to customer feedback and members' enquiries that need to be addressed.

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

Contact Officer: **Ian Christie, Central Feedback Manager**

Tel: 020 8489 2557

Email: ian.christie@haringey.gov.uk

4 Executive Summary

4.1 Attached is the annual report on the operation of the Council's corporate feedback and members' enquiries procedures. It details the Council's performance in 2005-06, and sets out progress in improving the operation of customer feedback scheme, and in implementing new procedures for the handling of members' enquiries.

4.2 The report includes the Local Government Ombudsman's annual letter on complaints he received against the Council in the year, and the Council's response to the issues raised.

4.3 Key achievements over the last year include:

- overall performance improvement in handling complaints within the target timescales, and reduction in the number of complaints escalating from one stage of the complaints procedure to the next;

- reducing the number of complaints about Haringey received by the Local Government Ombudsman, and the time taken to respond to his enquiries;
- independent survey results indicating that improvements in complaints handling are being noticed by customers, and that the organisation is developing a positive focus to complainants
- implementation of new corporate procedures for the handling of members' enquiries, and performance monitoring as part of the corporate system

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

5.1 There have been no policy developments in customer feedback. However new procedures have been implemented for the handling of members' enquiries, giving effect to the Executive's decisions arising from a scrutiny review.

6 Local Government (Access to Information) Act 1985

6.1 The following background paper was used in the preparation of this report:

- Annual report on the Council's handling of complaints, compliments and suggestions 2004-05 – Overview & Scrutiny Committee, 25 July 2005 and The Executive, 26 July 2005
- Executive response to the scrutiny review of members' enquiries – The Executive, 22 March 2005

8. Comments of the Head of Legal Services

8.1 In many instances it will be easier to resolve complaints at an early date if frontline services seek legal advice promptly. Legal Services are therefore proactive in assisting complaint investigations. Otherwise, the Head of Legal Services has no specific comments on this report.

9. Comments of the Director of Finance

9.1 The Director of Finance has no additional comments on this report.

10. Equalities comments

10.1 Section 11 of this report comprehensively covers all equalities issues. It is helpful that the service has carried out an Equalities Impact Assessment this year and has target actions to redress imbalances.

11. Report and appendices

11.1 The Annual Report is attached.

11.2 The Annual Report contains the following appendices:

- Appendix 1: Complaints handling performance to timescale
- Appendix 2: Complaints made to the Local Government Ombudsman
- Appendix 3: The Local Government Ombudsman's Annual Letter and the Council's response letter
- Appendix 4: Why people complained, what they wanted, and how they made contact
- Appendix 5: Gender and ethnicity of complainants

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Report to Executive**On 12th September 2006**Report Title: **Corporate Management of Property**Report of: **Director of Finance**Wards(s) affected: **All**Report for: **Key Decision****1. Purpose**

1.1 The purpose of this paper is to seek approval to transfer the management responsibility of the operational property assets from Directorates to Corporate Property Services. This would be on the basis of a Corporate Landlord and Tenant framework with formal service level agreements. There would be a 2 year improvement plan to address non-compliance and the backlog of maintenance.

2. Introduction by Executive Member

- 2.1** I support the transfer of management responsibility of the operational property assets from Directorates to Corporate Property Services.
- 2.2** This change will allow us to effectively target areas where there is a maintenance backlog and end the fragmented approach of old. I am also confident that this new structure represents value for money.

3. Recommendations

- 3.1** Approve the transfer of management responsibility of the operational property assets listed in Appendix 15.1, on a phased basis, from Directorates to Corporate Property Services, together with the requisite budgets by the 1st April 2007.
- 3.2** Approve the development and implementation of a two-year improvement plan to address the areas of building non-compliance and improve building condition by systematically tackling the high priority areas of maintenance backlog.
- 3.3** Note the revised management structure, resource plans and system developments to enable Corporate Property Services to assume the corporate landlord role effectively and carry out the new management responsibilities efficiently.
- 3.4** Note that a detailed review of the current contracting arrangements will be carried out in conjunction with Corporate Procurement Unit with recommendations to rationalise and market tests these, in order to deliver best value and performance.
- 3.5** Note that this exercise will take place before the HfH Value for Money review has been completed and the outcomes are known. However, HfH will be included in the exercise and eligible to bid for works within the competitive processes

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

Signed:

Contact Officers:

John Barnett, Corporate Landlord Manager, Corporate Property Services

4. Director of Finance Comments

4.1 The Director of Finance has been consulted during preparation of this report and comments made have been incorporated within the body of the report.

5. Head of Legal Services Comments

5.1 The Council has a statutory obligation to obtain best value, ODPM Circular 03/2003 provides guidance on how this can be achieved.

5.2 The Council also has various statutory obligations as owner of the buildings vis a vis its employees and visitors to those buildings. These legislations include for example the Disability Discrimination Act 1995 (Right of access for the disabled which came into force in October 2004), Health and Safety at Work etc Act 1974, the Building Regulations Act 1984 (requirement to ensure that fuel and power is conserved and facilities are provided), the Control of Asbestos at Work Regulations 2002 (duty to manage asbestos), The Regulatory Reform (Fire Safety) Order 2005 (fire safety at work) which comes into force on 1 October 2006.

5.3 The purposes for which the properties were acquired and/or held by the Council will remain the same however once the management responsibilities have been transferred over the relationship between Corporate Property Services and the occupiers will be governed by a Service Level Agreement which should include such issues as maintenance, repairs, redecorations and the service charges.

5.4 If the recommendations in this report are agreed by The Executive, there will need to be a corresponding amendment to the Scheme of Delegation to Officers in the Council's Constitution. This would transfer to the Head of Property Services the power to take decisions on the management and use of land and buildings held for the operational purposes of each Directorate. This amendment would have to be agreed by General Purposes Committee and adopted by full Council.

6. Local Government (Access to Information) Act 1985

6.1 Background papers.

Previous stage reports to the CEMB have taken place on the 26th April & 2nd November 2005 plus the 18th May 2006.

7. Background

7.1 During 2005 a strategic review of the Haringey Property Portfolio was carried out to assess the extent to which the Council's assets were contributing to the achievement

of key strategic objectives. The review considered issues raised within the Council and received evidence from other organisations on current best practice in asset management. The review concluded that property management is fragmented and resulted in a recommendation to integrate the management of the operational portfolio to Corporate Property Services.

7.2 The Chief Executive's Management Board supported the proposal to implement a policy of "Corporate Management of Property" (CMP) on the 26th April 2005 and a project was set up with the aim of enhancing customer satisfaction and achieving best value for money in the use of operational property. The following key objectives were set:

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

7.3 It was agreed that school buildings and housing stock should be excluded from the scope of this project; schools are subject to separate governance and management arrangements, and the housing stock is now under the management of an ALMO.

7.4 This report provides a summary of the analysis of the building condition, current and emerging management issues, scope for improving the use of assets and the work carried out to build expertise and corporate capacity, to manage buildings as a corporate resource. Specifically the report provides information to enable the Executive to take the key decision to transfer the management responsibility of operational properties from Directorates to Corporate Property Services.

8. Current Situation

8.1 Objectives of Work to Date

8.1.1 Over the past 12 months a detailed review of the Operational building portfolio has been undertaken to:-

- Determine the legislative compliance, condition and to assess the level of maintenance backlog.
- Define the current processes used for the delivery of the Facilities Management (FM) services; identify gaps in the service and potential ways of providing improved quality and value for money.
- Develop processes for the improved management and control of the FM delivery service.
- Determine the capacity and expertise required within Corporate Property Services to deliver such an expanded service.

8.2 Condition of the Operational Building Portfolio

8.2.1 The condition surveys completed through our Framework Consultant (Dunlop Haywards) identified that in general there were no formal systems of cyclical maintenance in place across the building portfolio. There was poor compliance in the areas of meeting the impending new fire legislation, electrical testing and water risk assessments; with variable compliance in the management of asbestos. Maintenance issues and repairs were often on a reactive basis and many managers were generally unaware of their maintenance responsibilities.

8.2.2 During the surveys a top level assessment was undertaken of the building condition to determine the maintenance backlog. Whilst this is not an exact science we are currently forecasting some £5.5 million prioritised over a 5 year period. (Reference Appendix 15.2)

8.3 Process of Delivery

8.3.1 Appendix 15.3 shows in a graphical form the current fragmented approach to the delivery of reactive and planned maintenance services across the operational building portfolio. There were some 46 different contractors delivering the planned service with many more providing adhoc reactive support. This poor economy of scale fails to deliver best value for money and performance.

8.3.2 Homes for Haringey (HfH) provide some £0.7 million of direct labour and term contractor support to carry out FM services across the operational building portfolio (Appendix 15.4). Individual service contracts are placed across the various contractors and a management fee of some 11.8% is charged for the service. This service is split across several functional groups within HfH, the processes are open looped with little tracking in place, there is no performance monitoring and only a 10% claimed check on the quality of work completed. It is

not a customer centred delivery service and the process lacks a proactive Haringey Council “Intelligent Client” driving and reviewing the service delivery.

- 8.3.3** An exercise in conjunction with a budget holder was undertaken to look at the way costs were currently being managed in the delivery of some maintenance term contracts. The budget holder felt they had no control over the process with the expenditure more than doubling over the four year period of the analysis. It was also impossible to demonstrate that Value for Money had been achieved. Appendix 15.5 shows how the expenditure increased over the four year period.
- 8.3.4** Within the Directorates some FM term contracts are procured directly with many of these dealing with reactive responses. Poor procurement efficiency and poor value for money is therefore a potential issue within this area.
- 8.3.5** The open loop and informal systems of FM service delivery can result in gaps and inefficiencies developing in the system. During the surveys, lack of building compliance assessments, external maintenance and testing of electrical systems were areas of concern.

8.4 Management of the Service Delivery

- 8.4.1** There was potential risk of works being undertaken on Council disposed buildings, or work being missed on properties which may have been recently acquired. There was no integrated recording system for cross referencing the building portfolio to the service contracts. HfH use their own software based systems (e.g. Open Housing Management System (OHMS)), Directorates in the best cases use EXCEL spreadsheets and these are often being driven by the contractors own asset records.
- 8.4.2** HfH do not operate any centralised Helpdesk system with work being split across the functional structure. The Directorates operate various adhoc systems driven through the line management.
- 8.4.3** Corporate Property Services now operates the Manhattan Property Information System “PROMISe”. This has been configured to provide a Helpdesk, Condition Monitoring and Scheduled Maintenance system. The Helpdesk system was launched on the 4th April 2006 across the Administration building portfolio only. The implementation of the system has not been straightforward due to problems with the software reporting capabilities. These issues are now being resolved and major benefits are starting to be realised from the formalised close looped processes which can be tracked and performance monitored. The system therefore has potential to be expanded across all aspects of the FM delivery service delivery.

9. Report and Recommendations

- 9.1** The condition audits of the operational building portfolio have demonstrated that the current system of building maintenance is un-tenable and urgent action is required to address areas of non compliance. The introduction of the Corporate Management of Property would be the most effective way of addressing these issues, providing both economies of scale and the necessary expertise. It would also provide an improved system for strategically reviewing the use and space planning of the operational building portfolio to maximise the best use of the assets, in conjunction with the relevant Directorate Service representative.
- 9.2** The current process for delivering FM term contracts is fragmented, likely to deliver poor value for money and must be streamlined. It must be closed looped so that work can be tracked and performance monitored. The service also needs to be more customer focussed and of a consistent standard throughout the Council. To improve the quality and access to maintenance and FM support a “One Stop Shop” style of service is required. A detailed review of the existing contracting arrangements will be carried out in conjunction with Corporate Procurement Unit to deliver best value and performance by rationalising the number of contracts and adopting clearer working arrangements with contractors. Within this process HfH will be included and eligible to bid for these works within a competitive framework.
- 9.3** The Head of Corporate Property Services has reviewed the existing management structure and established a Corporate Landlord function. This strengthens the existing Facilities Management and Accommodation Strategy areas to enable the service to assume responsibility for the expanded property portfolio of some 140 buildings. This will also form the basis of establishing capacity and expertise for assuming an “intelligent client” role which is essential in an environment of increased statutory compliance, ageing building stock and greater use of building services. The project implementation team has been formulated by a combination of secondments, job redesign and some additional posts. These resources will form the core team to manage the expanded operational building portfolio. (Appendix 15.6 shows the outline structure)
- 9.4** The Manhattan PROMISe system will continue to be developed to provide an integrated FM service of Helpdesk, Condition Monitoring and Scheduled Maintenance across the operational building portfolio. The newly introduced “Property Helpdesk” should be expanded to handle the whole operational building portfolio and be the focal point of the customer focussed service delivery as shown in graphical form within Appendix 15.7. The Property Helpdesk will operate in line with defined service levels as outlined within Appendix 15.8.
- 9.5** A two year improvement plan to be implemented in conjunction with stakeholders to deliver:-
- A phased programme for extending the Helpdesk and supporting maintenance services to all operational buildings, with the transfer of responsibility and budgets by the 1st April 2007.

- The contractual framework from which services can be accessed to support the complete range of building services.
- A plan to address the backlog of maintenance and compliance issues.
- A “Traffic Light” reporting system to demonstrate building legislative compliance together with a system of building performance indicators.

10. Strategic Implications

- 10.1** Corporate Management of Property (CMP) will change the way in which buildings are managed and operated. Directorates will no longer be responsible for the “Hard Facilities Management Services” to their buildings. (e.g. building structure, mechanical and electrical services). A small team from within Property Services will facilitate the delivery of these reactive and planned maintenance programmes using term contracts.

This will:-

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

- 10.2** Corporate Management of Property will also more effectively deliver the recently approved Capital Strategy and Asset Management Plan.

11. Financial Implications

- 11.1** Transferring the management of operational assets to Corporate Property Services and adopting a more proactive approach requires new skills and additional capacity. The staffing, consultancy and other costs associated with this are estimated to be £225k which will be met from existing revenue budgets within Corporate Property Services.

- 11.2** Current repairs and maintenance budgets will be pooled corporately within Corporate Property Services to deliver the reactive and planned maintenance services based on an assessment of priorities across the portfolio. Appendix 15.9 shows the SAP outturns of monies that were attributed to the “R&M” codes in 2005/6. It is understood that some of the expenditure in the “R&M” codes will not relate solely to building maintenance, and that some additional building maintenance may be charged to other codes. This will be investigated in more detail before budget transfer takes place.

- 11.3** During the implementation of the CMP strategy there are risks that further funding will be required (e.g. back log of maintenance identified at £5.5 million over the next 5 years). These may result from identification of non-compliance issues on buildings requiring possible capital funding (e.g. building rewiring), the

fact that essential works are not taking place (e.g. planned preventative maintenance) or that works have in the past been funded from other budgets in service directorates that are not transferred. Such funding requests would be made through the normal business planning and capital bid processes.

- 11.4 Expenditure on planned and preventative maintenance will need to be increased in order to meet compliance requirements and to improve the performance of property assets. In the longer term this will also improve the efficiency of maintenance expenditure as there will be fewer failures and emergency works. Future funding requirements will be assessed and incorporated within the Pre-Business Planning process.

12. Legal Implications

- 12.1 The non-compliance issues identified within the building surveys have been allocated "Priority 1" status and would be the first area to be addressed.

13. Equalities Implications

- 13.1 No implications that Corporate Property Services are aware of.

14. Consultation

- 14.1 The Head of Corporate Property Services has met with the key Haringey stakeholders and provided information on the CMP strategy.
- 14.2 The CMP project is reported monthly through the "Assets Strategy Board" to the "Value for Money Stream Board".
- 14.3 The CMP project is also reported through the "Asset Management Group" which provides a focal point of contact with the Key stakeholders.
- 14.4 It is recognised that CMP requires a greater emphasis on Directorates and Services working together to ensure that the CMP policy can be delivered. A Project Officer post within CPS has recently been setup to work alongside the "Organisation Development and Learning (OD&L)" to address the change management issues that the implementation of CMP will incur.
- 14.5 This report has been sent to all Directors and Assistant Chief Executives for comment, and also to the members of the Asset Strategy Board and Asset Management Group.

15. Appendices:-

- 15.1 List of Operational Buildings Transferring under CMP
- 15.2 Estimated Back Log of Maintenance
- 15.3 Graphical process of the Existing Hard FM Delivery Services

- 15.4** 2005/6 Estimated Costs of FM Services Delivered by HfH
- 15.5** Year review of Fire Fighting & Evacuation System Costs delivered by HfH.
(Provided by Budget Holder)
- 15.6** Proposed structure for CMP within Corporate Property Services
- 15.7** Proposed Route for the Corporate Management of Property
- 15.8** Property Helpdesk Service Level Agreements
- 15.9** 2005/6 Actual Costs Attributed to Repairs and Maintenance

Appendix 15.1 List of Operational Buildings under CMP

Directorates	Properties	Nos	Notes
Libraries, Archives & Museums	All Buildings	11	Libraries, Archives & Museum
Social Services	All Buildings	19	
Environment	Most Building (See Note)	31	These are sites where there are several buildings. Detailed review of Leisure Centres is required to determine the most suitable responsibility split.
Children and Young People's Service	Children's Homes	5	Building transferred from Social Services
Chief Executive	NDC etc	6	
Finance	Administration Buildings	30	Existing property portfolio
Community	Various Buildings	32	Haringey responsibilities need to be fully established with the tenants.
Total:-		134	This number is still provisional and it will be finalised with the discussions with stakeholders.
Those areas Excluded:-			
Housing	All Housing Properties		
Children and Young Peoples Services	All Educational Premises		

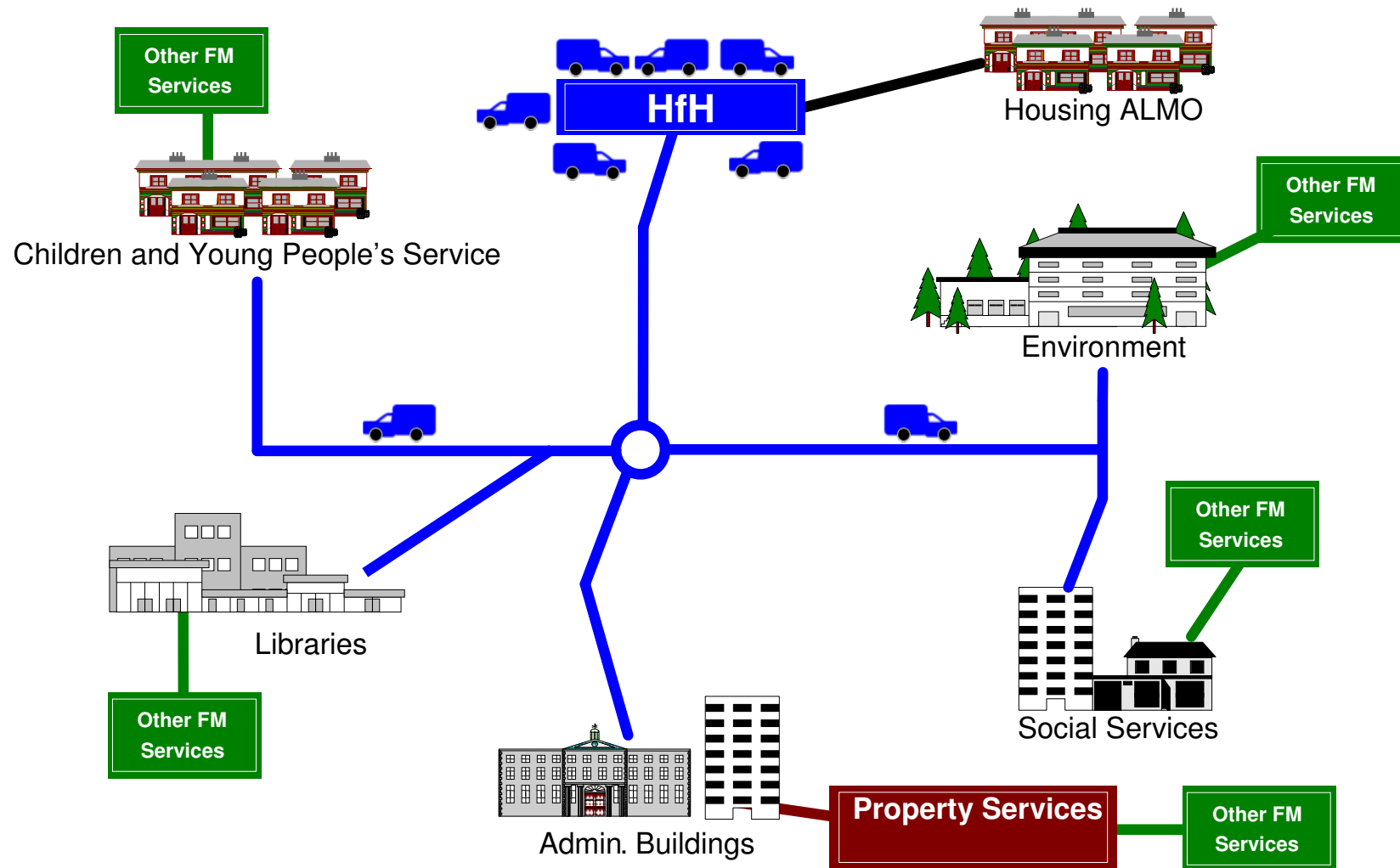
Appendix 15.2:- Estimated Back Log of Maintenance

Final Total Estimated cost								
CATEGORY: Summary Sheet		Level	Description					
		All	Final Total Estimate of Maintenance Backlog					
CMP	PROPERTY NAME	Select Type	Description	Priority 1	Priority 2	Priority 3	Total Cost (£k)	Notes
	All Services Costed	External		£528,700	£443,250	£766,305	£1,738,255	
		Internal		£71,900	£92,800	£389,700	£554,400	
		HVAC		£2,300	£16,500	£32,000	£50,800	
		Electrical Systems		£59,000	£95,550	£1,100	£155,650	
		Piped Services		£11,250	£3,000	£106,000	£120,250	
		Alarms & Meters		£24,000	£9,500	£5,000	£38,500	
		Building Registers		£117,000	£0	£0	£117,000	
	Works to be further investigated & Costed	Allowance for further works and more detailed investigations		£814,150	£660,600	£1,300,105	£2,774,855	
				£1,628,300	£1,321,200	£2,600,210	£5,549,710	£5,549,710

Name			Description
Priority			
1	Urgent	Urgent works are immediately required	
2	Essential	Essential works within 1 to 2 years	
3	Desirable	Desirable works within 3 to 5 years	
4	Low	Monitor deterioration	
5	None	No action required	

Appendix 15.3:- Graphical Process of the Existing Hard FM Delivery Services

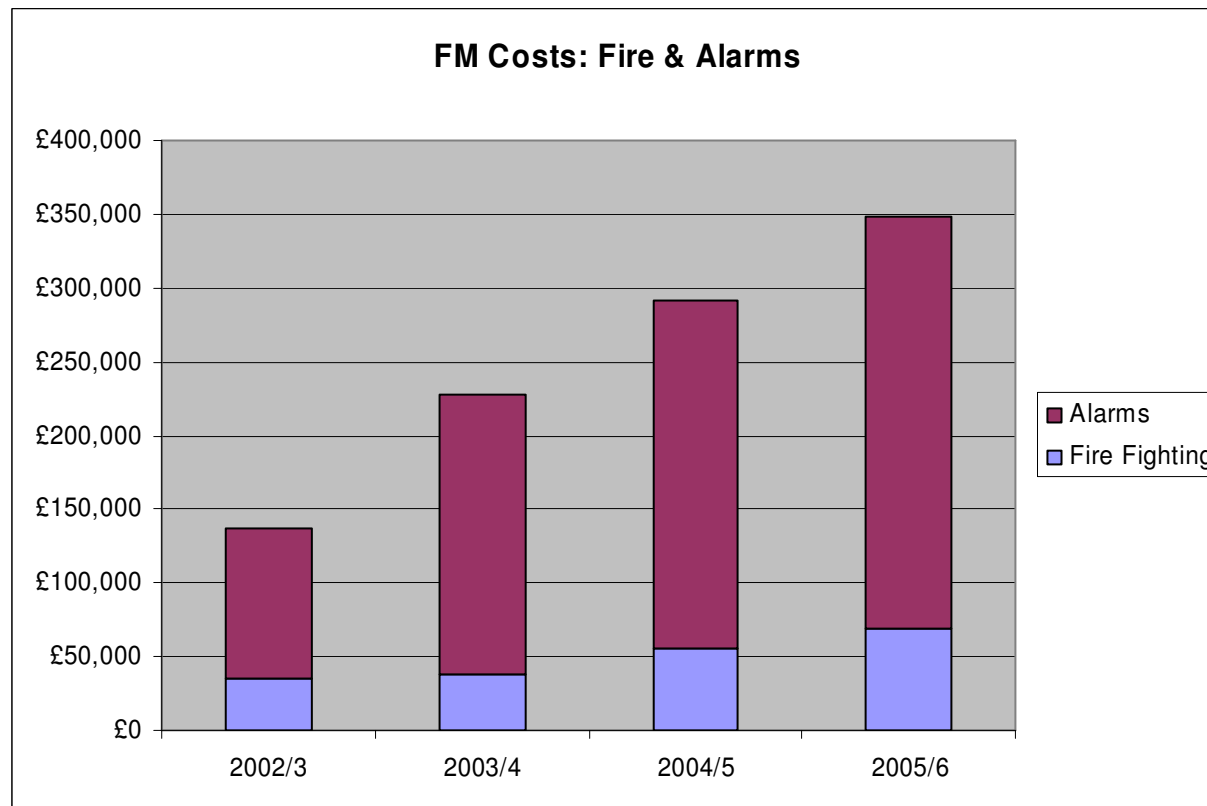
Existing Hard F.M. Services



Appendix 15.4:- 2005/6 Estimated Costs of FM Services Delivered by HfH

		C09 & C10	E06	V01	F04	S00,01 &05	
Code	Details	Chief Executive (Libraries)	Children and Young People's Service	Environment	Finance (Property)	Social Services	Total
HfH	FM Term Contracts through HFH typically covering Fire, Security, Lifts, Heating, Emergency Lights	£50,954	£26,195	£298,057	£172,400	£77,187	£624,793
HfH	Estimated markup at 11.8% for the Design and Management Fee	£6,013	£3,091	£35,171	£20,343	£9,108	£73,726
	0.118						
	R&M with HfH	£56,967	£29,286	£333,228	£192,743	£86,295	£698,519

Appendix 15.5:- 4 Year review of Fire Fighting & Evacuation System Costs delivered by HfH

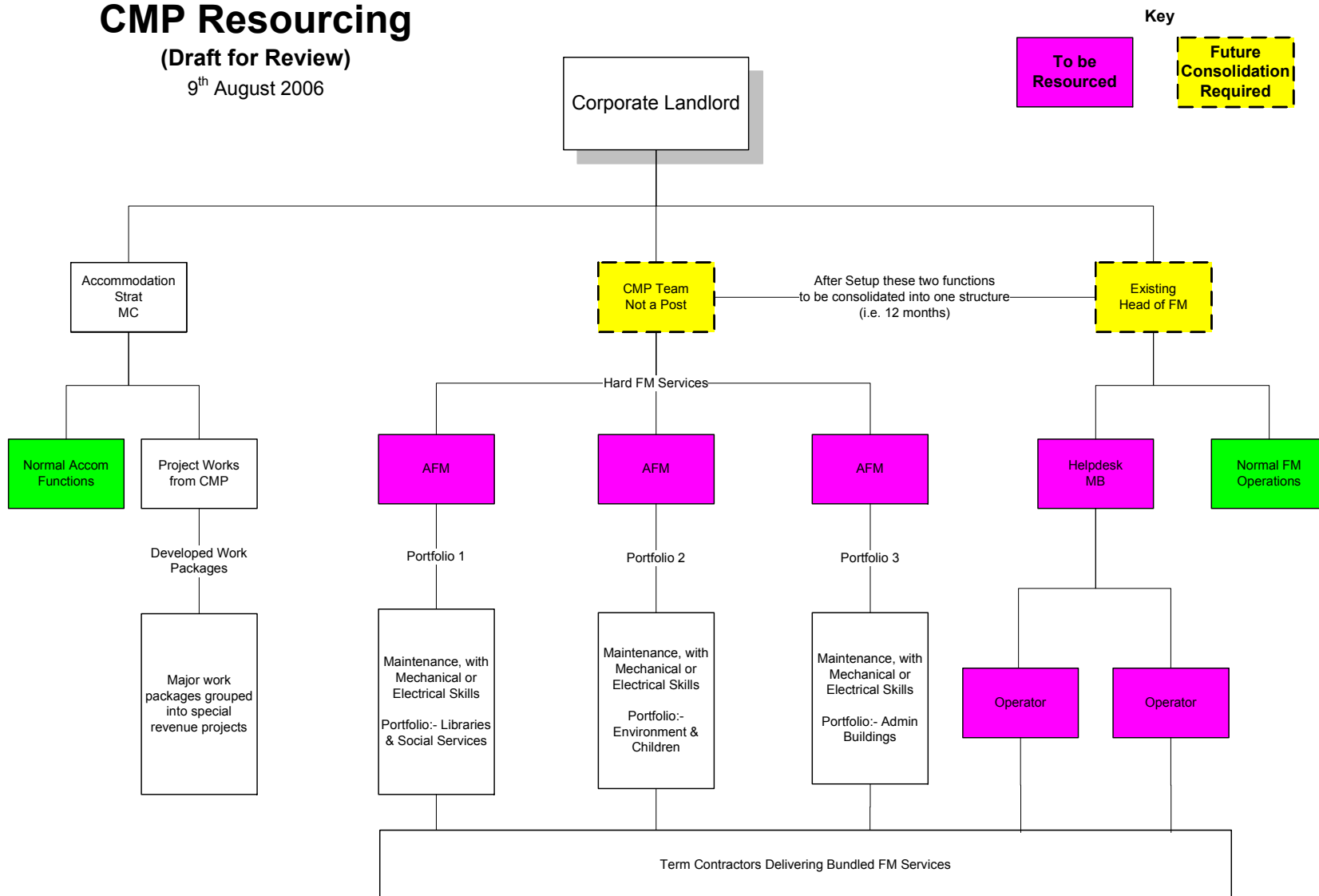


Appendix 15.6:- Proposed structure for CMP within Corporate Property Services

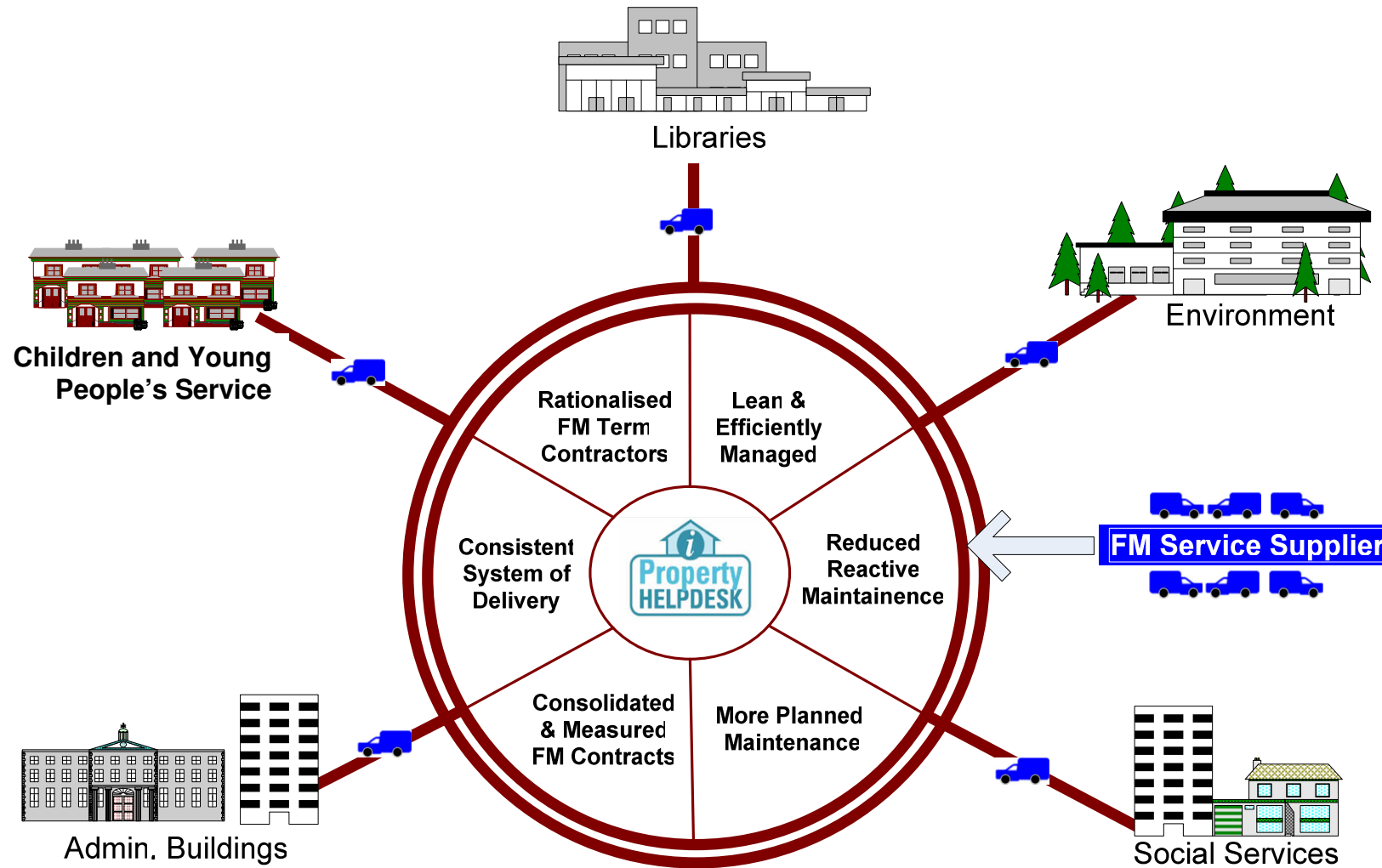
CMP Resourcing

(Draft for Review)

9th August 2006



Corporate Management Strategy



Appendix 15.8:- Property Helpdesk Service Level Agreements

Priority		Response Times	Service Level Targets
A	Emergency	Immediate	100%
B	Urgent	Within 1 working day	80%
C	Standard	Within 10 working days	70%
D	Non urgent	Within 20 working days	70%
E	Planned work/Advice	Within 20 working days	80%

Works may be given a revised priority following an inspection or emergency making safe works.

Definition of priorities**Priority A: Emergency**

Work, which if not carried out immediately will present an immediate threat to the health and safety of people, cause major damage to buildings or affect building security.

E.g. Gas leaks, loss of electrical or heating services to a building, major water leaks, making safe for a later full repair to be carried out.

Priority B: Urgent

Work which does not present an immediate threat to the health and safety of people, or the fabric of the building but could do so if not attended to within 24 hours.

E.g. Blocked drains/toilets, broken window (window will be boarded up within this time), malfunctioning locks, loss of heating/hot water or lighting in a room, running taps (not dripping taps), single stair light out, floor covering – trip hazard, security of a room within an otherwise secure building, ingress of water to a building other than flooding, problems affecting Emergency access, egress or preventing disabled access, loss of local power which affects an area of operations

Priority C: Standard

Work which if not attended to could result in a reduction in the quality of the service provided or presents inconvenience.

E.g. lack of power at a single socket, only one light out of many in a room, single radiator not working when one of a group, adjustment to door closer/door difficult to open, dripping taps,

Priority D: Non Urgent

Work of a routine nature.

E.g. Replacement floor covering, replacement curtains and blinds, minor decoration, extract fans not working unless part of a Local Exhaust Ventilation system, plaster repairs, quotes for work

Priority E: Planned work/Advice

Works requiring planning and for which a programme will be agreed.

Note: If the works are at the occupier's costs a formal Quotation will be submitted by the Property Services Team for approval prior to the work commencing.

Appendix 15.9:- 2005/6 Actual Costs Attributed to Repairs and Maintenance

		C09 & C10	E06	V01	F04	S00,01 &05	
Code	Details	Chief Executive (Libraries)	Children & Young People's Service	Environment	Finance (Property)	Social Services	Total
14000	R&M Programme Internal	£12,981	£13,143	£80,192	£24,929	£145,118	£276,363
14001	R&M Programmed External	£57,484	£1,202	£100,549	£178,649	£11,884	£349,768
14002	R&M Day to Day Internal	£3,427	£5,105	£29,626	£28,241	£20,652	£87,051
14003	R&M Day to Day External	£2,400	£384	£82,868	£454,887	£18,934	£559,473
14004	R&M Emergency Internal	£2,724	£300	£60,761	£21,935	£2,158	£87,878
14005	R&M Emergency External	£28,970	£466	£16,222	£39	£1,309	£47,006
14008	R&M HRA Pest Control	£3,452	£105	£1,544	£3,732	£12,347	£21,180
14020	Plant Maintenance	£0	£0	£0	£187,088	£0	£187,088
	Total Repairs & Maintenance	£111,438	£20,705	£371,762	£899,500	£212,402	£1,615,807

The Executive on 12th September 2006

Report title:

White Hart Lane – Sports Facilities Redevelopment

Report of:

Interim Director of Environmental ServicesWard(s) affected: *All***Report for:** Non Key Decision**1. Purpose**

- 1.1 To establish an approach to the redevelopment and provision of leisure facilities in White Hart Lane.

2. Introduction by Executive Member

- 2.1 Members are asked to accept the recommendations of this report as I believe that White Hart Lane will, in the future, fulfil its potential as a Haringey and London wide centre for sports development and the achievement of sporting excellence.
- 2.2 This will enable us to build upon the more than satisfactory interim results recently announced from the National Participation Survey for physical activity participation and volunteering in Haringey, and contribute fully to our aspiration of having residents from Haringey competing in the 2012 Olympic and Paralympic Games.

3. Recommendations

- 3.1 Members endorse the proposed approach to renewing provision of leisure facilities.
- 3.2 Members approve the actions set out in paragraph 8.3

Report authorised by: Andrew Travers, Interim Director of Environmental Services**Signed** : _____

Contact officer: Paul Ely, Policy & Development Manager, Recreation Services
Telephone: 020 8489 5690
Email: Paul.ely@haringey.gov.uk

4. Executive Summary

- 4.1 An assessment of sports facilities provision, need and demand was undertaken in preparing the borough's Sports and Physical Strategy, which was adopted earlier this year. Whilst the audit concluded the need for some new facilities, it recognised the opportunities offered by the existing range and volume of provision of leisure facilities, and thus proposed an area based model.
- **Neighbourhood/ Local Activity** e.g. Primary Schools, local parks, kick about areas.
 - **Area Assembly/ Children's Networks** e.g. Secondary School sports centre, district parks, voluntary sector clubs, Youth Centres.
 - **Borough Wide Facilities** e.g. Multi purpose leisure centres, specialist PE schools, voluntary sector multi sports clubs.
- 4.2 Rationalising and improving existing facilities in White Hart Lane could make a significant contribution at all levels of the 'area offer'.
- 4.3 The relative importance of the Council's approach towards the provision of services to enable local participation in sport and physical activity has increased in the past twelve months via 4 principal drivers:
- "Every Child Matters" 5 key outcomes for young people.
 - A new target issued by Government for 50% of the population to be achieving the recommended frequency of physical activity participation by 2020.
 - The award of the 2012 Olympics and Paralympics to London.
 - The introduction of a revised approach towards Comprehensive Performance Assessment (CPA), and development of the 'Cultural Block'.
- 4.4 In particular, improving the provision of sports facilities in White Hart Lane can contribute towards the following key policy areas:
- Improved financial performance and better value for money.
 - Increasing participation in sporting activity and health related outcomes.
 - Enabling local people to fulfil their sporting potential and, if sufficiently talented, to go on to represent and compete at national and international level.
 - Meeting access targets by key target groups to leisure facilities.
 - Contributing to the delivery of the PE and physical activity curriculum for schools and meeting schools sports facility needs.
 - Developing stronger links between sport in schools and local sports clubs and organisations.
 - Raising the sub regional and regional profile of the Borough.
- 4.5 There is clearly the need and case for developing a more inclusive approach to planning and redeveloping provision of leisure facilities in White Hart Lane.

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

N/A

6. Local Government (Access to Information) Act 1985

Background papers

- Haringey High Performance Centre (2001)
- Atkins Strategic Open Space and Sports Assessment (2003)
- Haringey Sport and Physical Activity Strategy (2005)

7. **Background**

7.1 The Council has, over the past five years, sought financial investment from a number of sources with varying success, including :

- PFI contribution to the Woodside High (formerly White Hart Lane) School sports facilities.
- An application to Sport England as a High Performance Centre for Athletics.
- Via a partnership with Haringey Borough FC to generate a capital receipt from the redevelopment of Coles Park.
- From the tendering of a contract for the management of the Borough's leisure facilities.
- Via an application for Private Finance Initiative funding.
- Through Prudential Borrowing support to our current Leisure Investment Programme.
- Football Foundation investment in a new floodlit astroturf at St. Thomas More School.

7.2 However, the current facilities mix is the product of a somewhat fragmented planning approach, with a resulting duplication and under-use of assets, all of which are in the Council's portfolio, although subject to varying degrees of control:

- White Hart Lane Community Sports Centre, White Hart Lane Recreation Ground, and Perth Road Playing Fields – *Recreation Services*.
- Woodside High – *Children's Services/School/PFI*.
- Coles Park – *LBH lease / Haringey Borough FC*
- St. Thomas More – *Children's Services/School/Church*.

The different management arrangements also have a common challenge – the requirement to sustain (partly or wholly) provision of leisure facilities through direct income generation, but this is currently done largely in competition rather than collaboration, thus duplicating processes and limiting economies of scale.

8. **Report**

8.1 **The Case**

8.1.1 A combination of the key drivers referred to above, the voluntary sector capacity and commitment, and recent investment presents a strong case for securing the longer term future of leisure provision in the area.

8.1.2 **Increasing physical activity participation**

- New indicator arises through concerns for increasing NHS costs associated with obesity / low physical activity levels.
- National participation survey currently being undertaken to establish national and local baseline figures.

- Council's approach towards meeting participation target to be based on:
 - Partnership working, particularly with PCT, Children's Services, Social Services and the voluntary sector, within our wider Wellbeing focus.
 - Much greater emphasis on enabling, as this will assist in obtaining the increased breadth of service required
 - Daily physical activity, particularly walking and cycling, will have much greater emphasis and importance.

8.1.3 Award of 2012 Olympics and Paralympics

- Will provide a massive motivational factor in encouraging participation, competition and aspiring towards sporting excellence.
- WHLCSC, with its range of facilities and organisations and its proximity to St. Thomas More and Woodside High schools is best placed to capture this movement.
- The Centre has further been identified as an Olympics training venue and will attract future investment through this status.
- The Council is currently developing a sports scholarship programme linked to the Olympics which will involve the facilities and clubs based at White Hart Lane.

8.1.4 New Sport and Physical Activity Performance Indicators

- Ten new indicators have been developed including increasing physical activity participation referred to in 8.1.2 above.
- Of the remainder, seven are specific to the performance of the three Borough leisure centres: WHLCSC, Tottenham Green, and Park Road. From these seven, WHLCSC scores well on access indicators, being in the upper quartile for visits by 11-19 year olds, from social classes 6 and 7, and by black, Asian and other ethnic groups, and in the middle quartile for visits by disabled people and by people aged 60+.
- However, the centre is in the lower quartile (indicating less satisfactory performance), for the indicators of subsidy cost per visit and the number of annual visits compared with the centre's overall capacity.
- The remaining two indicators are based on volunteering and the provision of quality assured facilities.
- WHLCSC has the greatest potential of the three Council leisure facilities to develop volunteering because of the large number of sports clubs who use the facilities and who are largely reliant on volunteer input.
- On the final indicator of quality assurance, the facility is working towards achieving QUEST in 2008, and is already ISO Accredited, and St. Thomas More has 'Sportsmark'.

8.1.5 School Needs

- Government has set targets for all school children to participate in 4 hours a week of physical activity, both within the curriculum and out of hours.
- The School Sports Coordinator programme, introduced in 2001, has enabled a structured and coordinated approach to be taken towards the delivery of PE and sport in every primary and secondary school in the Borough. However, the opportunities for young people to pursue activities out of school are limited by an overall lack of effective links between schools and local sports clubs.
- The Borough population is predicted to increase significantly up to 2016 with the development of new housing in the Borough. Schools are already under pressure to meet on site facility requirements both for classroom space and sport and PE facilities.
- Current development of youth sports scholarships and diversionary activity programmes.
- There is the potential to develop a geographical spread of facility provision which can meet both school and community needs across the Borough. WHLCSC is well placed to meet day to day school needs within the north and east of the Borough.

8.1.6 Sports clubs and other sports delivery organisations

There are a number of well established clubs and organisations based in the area, including:

- London Skolars Rugby League
- Haringey Rhinos Rugby Union
- Haringey Borough FC
- Haringey Borough Youth FC
- Haringey Youth Badminton Club
- Wood Green Weightlifting Club
- Enfield and Haringey Athletics Club
- Haringey Sports Development Trust
- Tottenham Hotspur Community
- Haringey Tennis
- Positive Futures

The above organisations use facilities in a number of ways, either as tenants, through Service Level Agreements or as hirers of the facilities. During previous consultation, they have expressed a desire to see changes, particularly in relation to facility improvements, which the Council has, in the main, been unable to progress due to limited capital resources.

8.2 The Way Forward

8.2.1 Work to Date

Previous reports have identified that in order to achieve its potential, a number of improvements were required at the centre. These were:

- Substantial investment to revitalise and improve existing facilities and provide new facilities which would be more attractive both to local schools and the wider community.
- Investment in additional sports development capacity to enable the current organisations based within the area to attract external funding, and increase management capacity in order to offer more and higher quality opportunities.
- Development of more effective mechanisms to ensure strategic coordination and quality control amongst the range of delivery agencies.

Subsequent to this, officers have explored potential options for securing investment. This has been partially successful with the £600k investment secured from Barclays Spaces for Sports at White Hart Lane Community Sports Centre. This partial success has achieved an overall increase in attendances at the centre and has highlighted the importance of securing further investment.

8.2.2 Current Position

A combination of current circumstances present a real opportunity to move forward and develop a new and more sustainable solution to provision of leisure facilities in White Hart Lane:

- The planned growth in school places is placing demands on land space on both the Woodside High and St. Thomas More sites.
- The White Hart Lane Community Sports Centre site has under-utilised space, with a built footprint that needs complete redevelopment, and is Metropolitan Open Land which restricts its use to leisure and recreation purposes.
- Coles Park is currently leased to Haringey Borough Football Club. The club is valued locally but struggling to survive, although they have ambitions to develop. This site also has redevelopment potential and value.
- White Hart Lane Community Sports Centre is recognised sub regionally as a potential 2012 Olympic training venue and Community Football Centre, and thus well placed for external funding support.
- The development of Children's Services Networks and the commissioning approach to leisure provision.
- The development and implementation of the borough's Building Schools for the Future programme.

8.2.3 Solution – Key Ingredients

- The stakeholders' needs for new and refurbished leisure facilities is largely accommodated on the Community Sports Centre site, and a plan developed accordingly.
- Binding 'Access Agreements' are developed to provide and protect schools curriculum and sports club use of facilities.

- Haringey Borough FC early vacation of Coles Park, and relocation to White Hart Lane Community Sports Centre.
- Secure better 'value for money' by matching Capital resources, pooling existing subsidies and increasing the utilisation of a single refurbished site.

8.2.4 Facilities mix

4 options are potentially available. These are:

- a) Refurbish the existing facilities both indoor, stadium and outdoor,
- b) Refurbish existing outdoor and stadium facilities, demolish existing buildings and replace with a new build to form a sporting hub in, around and under the grandstand.
- c) Develop additional facilities with a more commercial orientation such as fitness, tennis and functions.
- d) A combination of b) and c).

Two key parameters in taking forward these options will be:

- Planning constraints as the site is designated Metropolitan Open Land.
- The potential to jointly plan future facility provision in conjunction with White Hart Lane and St. Thomas More schools. If a partnership approach could be agreed covering the 3 sites, this could free up land to develop additional facilities.

8.2.5 Investment needs and funding opportunities

From the options identified at 8.2.4 above concerning the future facilities mix for the centre, the cost of redevelopment would be between £3.25m and £6m, although at this point it is not possible to put a cost estimate to option 3. Funding would need to be raised from 4 sources:

- The Council through capital receipts and/or Prudential Borrowing.
- From external funders such as Lottery or Football Foundation.
- From investment by an external partner organisation.
- The Building Schools for the Future programme.

8.3 Next Steps

8.3.1 Key actions to progress in order to secure the redevelopment of the centre are set out below.

- Market test the interest from suitably qualified leisure management organisations for the future management, investment in and development of the centre.
- Develop stronger working relationships with key provider organisations within the wider Community Sports Hub with a view to potentially establishing an independent charitable trust or empowered user group.
- Develop and strengthen existing links with Sport England and Sports national governing bodies to develop the sub regional role of the facility, and the potential to become a designated Community Sports Village [new Government programme].

- Seek to complement the redevelopment of Woodside High School, and influence the type, location, access and investment in new/ refurbished sports facilities within the Building Schools for the Future programme.
- Investigate the interest and potential for Haringey Borough FC to relocate from Coles Park to White Hart Lane CSC.
- Officers progress discussions with Sport England / Olympic Delivery Authority as to the role and requirements of a 2012 Training Venue.
- Further develop WHLCSC role as a Community Football Centre, as set out in the London FA Facilities Strategy, and establish the scope for Football Foundation investment.
- Develop plans in conjunction with the development of Children's Network provision, and the Youth Service Improvement Plan.

9. Comments of the Director of Finance

- 9.1 A substantial capital investment programme for new health and fitness facilities and wider refurbishment of leisure centres was approved by members phased mainly over the three years 2005/06 to 2007/08, primarily funded via prudential borrowing. Phase 1 of the investment, affecting mainly Tottenham Green and Park Road leisure centres was successfully completed in 2005/06. The existing revenue base budgets for sports and leisure also reflect a level of investment funding aimed partly at enhancing management capacity.
- 9.2 The Council has also been successful in attracting external investment in improved leisure facilities, such as Barclays/ Football Foundation, Sports Lottery, Regeneration Programmes and the London Marathon Trust. Significant funding is also identified, in the Building Schools for the Future programme, for improvements to secondary schools' sports facilities.
- 9.3 Clearly the implementation of the proposed options for WHLCSC will raise specific additional demands for resources, which the Council will need to consider within its core planning and budget setting processes. The current Capital Strategy and Asset Management Plan encourage the pursuit of external funding, which will need to be a key feature of any funding package eventually developed to meet the cost of any agreed proposals. The availability of Council resources is limited and allocation will be on a priority basis between competing projects. Any further use of prudential borrowing will be subject to satisfying a stringent set of indicators and affordability criteria.

10. Comments of the Head of Legal Service

- 10.1 The Head of Legal Services notes the content of this report, and should be consulted on the specific projects/ initiatives set out in the report.

11. Procurement Comments

- 11.1 The Head of Procurement approves the approach taken to identify additional funding streams through partnering and collaboration with other bodies. It is

important that formal partnership contracts are put in place that set out responsibility for tendering and expected standards; this will avoid any conflicts on process at a later stage.

- 11.2 The Head of Procurement would recommend that they are consulted on procurement models and appropriate approaches once a decision has been taken on what option to pursue.

12. **Equalities Comments**

- 12.1 In the recent national benchmarking survey undertaken at the Centre, the User Profile was identified as being in the upper quartile for 3 target groups and middle quartile for 2 groups. These are the key access indicators recorded in the Comprehensive Performance Assessment for Cultural Services.

Upper quartile performance was achieved for usage by 11 – 19 year olds, visits by social classes band 7 and visits by black, Asian and other ethnic groups.

Mid quartile performance was achieved for usage by people aged 60+ and disabled people aged under 60.

- 12.2 From the more detailed breakdown of information forming these key access Indicators, there is a significant under usage by females compared with males. This issue will be addressed in taking forward the development proposals for the Centre.

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Report Title: **Homes for Haringey Quarterly Performance and Finance Report**

Report of: **Director of Social Services**

Wards(s) affected: **All**

Report for: **Information**

1. Purpose

- 1.1 The report provides information on the finance and performance monitoring of Homes for Haringey for the first quarter (April – June 2006).
- 1.2 Full copies of the finance and performance reports are available in the Member's room at the Civic Centre and the information in this report is provided on an exception basis.

2. Introduction by Executive Member

- 2.1 Since we set up Homes for Haringey we have established a Partnership mechanism between the Council and the organisation to monitor performance and other aspects of the Delivery Plan, and we have agreed to present regular progress reports to the Executive. This is one of these regular reports. I would welcome any comments fellow Councillors have on either the content or the structure of the report.

3. Recommendations

- 3.1 That this report is noted.
- 3.2 That the monitoring of Homes for Haringey finance and performance continues to be reported to Executive on a quarterly basis.

Report Authorised by: Anne Bristow, Director of Social Services

Contact Officer: Hilda Bond, Client Side Implementation Manager
 Tel. 020 8489 4227
 Email: Hilda.bond@haringey.gov.uk

4. Director of Finance Comments

4.1 The Director of Finance has been consulted and notes the risks identified in the body of this report. The financial implications of these risks will need to be quantified and planned for accordingly.

5. Head of Legal Services Comments

5.1 There are no legal implications.

6. Local Government (Access to Information) Act 1985

6.1 Homes for Haringey Quarterly performance highlight report

6.2 HRA Accounts

6.3 Capital Accounts

6.4 Homes for Haringey Improvement Plan

6.5 Homes for Haringey Delivery Plan

6.6 Homes for Haringey/Council Service Level Agreements

Full details of these reports are available in the Member's room at the Civic Centre.

7. Strategic Implications

7.1 The delivery of decent homes is a key aspect of our Housing Strategy objective of 'Regenerating neighbourhoods, achieving decent homes for all'.

8. Financial Implications

8.1 The achievement of 2 stars is necessary to secure the funding needed to deliver decent homes.

9. Legal Implications

9.1 There are no legal implications

10. Equalities Implications

10.1 If Homes for Haringey secure funding, over a four year period this would improve tenants' homes and the environment.

11. Consultation

11.1 Not applicable.

12. Background

12.1 Homes for Haringey (HfH) was set up in April 2006 with the remit of managing the Council's portfolio of tenanted and leasehold housing properties. The Council, however, retained a duty to monitor the performance of Homes for Haringey.

12.2 Homes for Haringey performance indicators and finance performance are reported on a monthly basis to the Council. In addition, a quarterly monitoring meeting is held, which chaired by the Leader of the Council. The minutes of the first quarterly meeting are attached as appendix 1.

12.3 Homes for Haringey presented progress reports detailing the performance of the organisation against performance indicators set out in the Delivery Plan. The Delivery Plan sets out the organisations aims and objectives and plans for the first year.

Performance against key performance indicators

12.4 It should be noted that Homes for Haringey has gone through major change since the launch of the organisation with restructure within housing management, separating tenancy management and income collection functions and building services. This has impacted negatively on performance during the first quarter as the changes take time to be embedded

12.5 Homes for Haringey reported that performance was strongest in the following areas

- External Estate Cleanliness 98.10% against a target of 95%
- Missed Refuse Collections 0.124% against a target of 0.12%
- Estate Quality Grade (overall) slightly below at 92.21% but within tolerance, against a target of 95%.
- Income collection for leaseholder day to day service charges is also above target for the first quarter at 101% against a target of 100%
- Percentage of calls to Homes for Haringey officers answered within 15 seconds was 81.42% against a target of 70%
- The percentage of urgent repairs completed within Government time limits improved to 95.2% in June although this is slightly short of the 97% target. A Repairs Client Manager has been recruited and will focus on improving repairs performance for both Homes for Haringey Building Services and external contractors.
- Percentage of calls Homes for Haringey offices answered was 88.31% - the PI's for calls to Homes for Haringey managed by the Customer Service Centre fall below target though there has been month on month improvement. A recovery plan is in place which will focus on better management of calls including working together to better understand and so manage same and to reduce repeat calls especially around repairs.

12. 6 Areas of particular concern and needing improvement were highlighted in the following areas:

- Complaints Stage 1 responses, reporting for May 44% against a target of 80%, Stage 2 at 60%, Members Enquiry responses 55% also against a target of 80%. Homes for Haringey have introduced a new monitoring regime so that each complaint and enquiry is chased three times before the due date. There has been a month on month improvement as a result.
- Average re-let time 46.58 days against a target of 27 days. There overall turnaround time has increased as some longstanding void properties have been let. A range of measures are in place by both Homes for Haringey and the Council to reduce the number of longer term general needs voids and ensure that new voids are turned round on time.
- Percentage of homes with a valid Gas Certificate 92.1% (year to date June 2006) against a target of 100%. Measures have been put in place to improve performance. Contract managements of the gas contractors has improved and a new process has been introduced to ensure Homes for Haringey make earlier interventions to in no access cases.
- Rent collection for June 06 is projected at 95.8% against a target of 97%. The income collection team have been in place since May 06. New performance management arrangements are in place and the team are taking action on targeted cases.
- Percentage of tenants with more than seven weeks rent arrears has risen slightly to 14.5% in June, this falls short of the target of 10% for 2006/07. The analysis shows that 60% of tenants are in arrears, but that 47% of these owe less than £100. The key strategy for Homes for Haringey is to prevent small arrears accruing and work is in progress to achieve this.

Finance reports

12.7 The Housing Revenue Account Monitoring Report set out the key issues affecting the financial position of the Housing Revenue Account and provides commentary on and estimated the impact of key risks affecting the forecast for the year to 31st March 2007. No overspend is currently forecast on the Housing Revenue Account, though risk areas were flagged on this report. Risks identified were

- Repairs operation having more people than posts, risk high, action to reduce costs in line with the Medium Term Financial Strategy.
- Overspending on external contractors, risk high, action, a review of processes in this area is currently underway.
- Overspending on external contractors (Gas Maintenance) risk high, action, improve clienting, amend contracts, repair rather than replace.
- The impact of rent collection on the bad debt provision
- The level of Supporting People Grant

- Potential increase in grounds maintenance charges
- Unbudgeted expenses to support any further development of the TMO on Broadwater Farm.
- Reduced income collection in hostels
- Increasing costs of ASBAT

These risks are being monitored and reviewed on a regular basis.

12.8 The Capital Accounts Monitoring Report did not identify any forecast overspend in this area but flagged as a risk the potential of scheme slippage impacting on year end spend.

Improvement Plan

12.9 An update was provided on the progress of the Homes for Haringey Improvement Plan to the end of June 2006 to ensure two stars are achieved following the audit commission inspection in April 2007. This included a highlight report of all the key projects and actions that reflect the Key Line of Enquiries relevant to housing. Monthly highlight reports are reported to the Homes for Haringey Service Delivery Committee and Executive Management Team and also to the Council at the Housing Improvement Board. The Homes for Haringey Board receives quarterly reports on progress.

Delivery Plan

12.10 A report was presented which set out current progress on the Homes for Haringey first year Delivery Plan. This is currently on target. The Homes for Haringey Delivery Plan, agreed by the Council and by the Board of Homes for Haringey, sets out the organisation's aims and objectives and what it plans to do in its first year.

12.11 By the end of 2006/07 Homes for Haringey aims:

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

There is a risk to the delivery of both of the above key aims and objectives if two stars is not attained in the Audit Commission Inspection in April 2007.

Value for money

12.12 The report on value for money reviews set out current progress. Homes for Haringey is using council support services from April 2006 to help deliver its services. Homes for Haringey is committed to carrying out reviews of all its support services within its first twelve months.

- 12.13 The review will be based on value for money principles, and will determine whether changes are needed to the services provided or indeed if Homes for Haringey will continue to use existing council support service providers. Homes for Haringey will evaluate whether it is possible for the service provider to provide its service at the required quality and price to Homes for Haringey. If this is not possible Homes for Haringey will evaluate whether there are other provider options with the capacity to deliver the service at the required cost and quality. This will take into account if there is a market for other providers and if Homes for Haringey can deliver the service itself.

13. Conclusion

- 13.1 In spite of the weakness' at this time Homes for Haringey are confident that steady improvements will be seen on a month by month basis showing real progress to achieving agreed targets set out in the Delivery Plan. Exception reports will be presented at the monthly performance monitoring group to explain in more detailing measures in place to improve performance.
- 13.2 The Council will continue to monitor performance closely through the monthly performance meetings. The Leader of Council and the Executive Member for Housing will be sent regular performance reports and areas of concern fed back through the performance meetings. The quarterly meetings will focus on areas of concern, if improvements are not achieved.

14. Use of Appendices / Tables / Photographs

- 14.1 Minutes of the Quarterly Performance monitoring meeting – 28th July 2006.

Appendix 1.

Minutes Haringey Council & Homes for Haringey**Quarterly Performance Monitoring Meeting
28th July 2006**

In attendance: Councillor George Meehan, (Chair), Leader of the Council, Councillor Isidoros Diakides, Executive Member for Housing, Ita O'Donovan, Chief Executive, Anne Bristow, Director of Social Services, Mike Jones, Chair of Homes for Haringey, Frank Gonsalves, Vice Chair Homes for Haringey, Bob Watts, Executive Director Building Services, Gerald Almeroth, Director of Finance, Rowann Limond, Executive Director of Finance, Julian Higson, Head of Housing, Hilda Bond, Client Side Implementation Manager.

Apologies: Stephen Clarke, Chief Executive, Homes for Haringey

Item	Detail	Action
1	Introductions	
2	Councillor Meehan raised concerns about the late distribution of papers for this meeting. Hilda Bond apologised and assured this would not happen in future.	
2(a)	<p>Homes for Haringey Delivery Plan</p> <p>Quarterly Performance and Finance Report</p> <p>Homes for Haringey reported against performance indicators (PIs) falling short at this time. This has been mainly due to the restructure of housing management, with the separating of the housing management and income collection functions. This has impacted negatively on performance during the first quarter as the changes take time to bed in.</p> <p>Councillor George Meehan raised concerns on whether Homes for Haringey were in a position to turnaround performance in time for inspection. There were also concerns that the reports although explaining where performance is failing, does not explain how achievements are to be made, i.e. no key target dates for improvements.</p> <p>An exception report was tabled by HfH in relation to voids and lettings setting out what the issues are and</p>	<p>HfH</p> <p>BW</p>

Item	Detail	Action
	how HfH aim to improve performance.	
	Councillor George Meehan raised concerns that the report states HfH are unlikely to hit target turnaround and asked whether there was a resource issue. HfH confirmed that the 6 month target will be met. Processes are in place to ensure targets are met. Anne Bristow to update Councillor Meehan next week on what measure are to be put in place for the allocations side of the process.	AB
2(a)	Finance Reports (HRA and Capital Accounts) Finance reports set out the key issues affecting the financial position of HfH and corrective action being taken to reduce the risk of overspend. Key issues raised within the reports were staffing/personnel and projected overspend on capital programmes. There was some uncertainty about budget allocation, as raised at the last monthly monitoring meeting. HfH now report this has been achieved. Councillor Meehan raised concerns about the content and clarity of finance reports presented. HfH to think again how finance information is reported. It was agreed that future monthly performance reports will be sent to the Lead Member for Housing and the Leader. Members will look in depth at these performance reports.	RL/HB HB
2(b)	Progress on Improvement Plan This report provides an update on progress to the end of June 2006 with the plan for achieving 2 Stars for 2006/07 and presented a highlight report that reflects KLOE's relevant to HfH This report was noted	
2(c)	Progress on the HfH first year Delivery Plan This report set out the current progress on HfH first year delivery plan and sets out HfH aims and objectives and what HfH plan to do in its first year. This report was noted.	

Item	Detail	Action
3	<p>Update from the Housing Improvements Programme Board</p> <p>This reports highlights progress on the joint projects in place between Haringey Council and Homes for Haringey. Updated reports on the following projects:</p> <ul style="list-style-type: none"> • Repairs Procurement • Adaptations Projects • Empty Property Project • Homelessness and Housing Options Project • Lettings and Allocations Project • Environment/Better Haringey • Homes for Haringey Customer Access <p>It was agreed that the project board should be renamed, 'Housing Improvement Partnership Board.</p> <p>Anne Bristow to consider how to present the partnership.</p>	AB
4	<p>HfH – Review of support services (Highlight Report)</p> <p>This report highlights progress with value for money and service reviews. The report explains through its methodology how value for money review are carried out.</p> <p>It was noted that some of the review could impact on Council policy and only the Council can decide on such issues.</p> <p>This report puts the Council on notice that these reviews are taking place.</p>	
5	<p>Service Level Agreements (Contributions to HRA and General Fund)</p> <p>This report sets out a summary of the Service Level Agreements and Protocols with the Council, how costs are charged and where the Housing Revenue Account may be contributing inappropriately.</p> <p>Issues were raised by Councillor Diakides around value</p>	

Item	Detail	Action
	<p>for money linking procurement on repairs against the cost of call centre rebooking repeat repairs.</p> <p>Anne Bristow was asked to take advice on the Terms and Conditions of HfH contract.</p> <p>Julian raised concerns around Service Level Agreement for Lettings and Rehousing. Need to discuss with Client and Best Value Team value for money review of this service. What form will value for money review take, what part of the service if any will be assessed.</p>	<p>BW</p> <p>AB</p> <p>HB</p>
6.	<p>Response to Members Enquiries</p> <p>Councillor Meehan was concerned in performance of responses to Members Enquiries. HfH had a 40% response rate. This message is being sent around the Council has response is poor throughout.</p> <p>HfH confirmed they are reviewing all responses on a daily and weekly basis and gave assurances of clearing the backlog within one month.</p>	HfH
7	<p>Claimants : Benefits assessment</p> <p>Councillor Meehan said that the time taken to reply to Members Enquiries was currently unacceptable. This agree timeframe for replying to Members Casework must be met in future.</p> <p>HfH confirmed they are reviewing all responses on a daily and weekly basis and assured the Leader that the backlog would be cleared within one month.</p>	HfH
8	<p>Any other Business</p> <p>Equalities: HfH confirmed that equalities information is built into the Improvement Plan and information gathering used to improve knowledge of our customers.</p> <p>Tenant Participation: HfH confirmed that T.P. Team looking at different ways of consulting with residents and tenants.</p> <p>Estate Walkabouts: Councillor Diakides requested that</p>	

Item	Detail	Action
	<p>HfH agree to set out what action will be taken in relation to repairs/improvements raised during Estate Walkabouts. i.e. what are part of day to day repairs, what can't be done and what can be done.</p> <p>Meetings held in Wards: Councillors would like to be informed of any meetings being held across the borough.</p>	BW
	<p>Date of next meeting: 2nd November 10.30am – 12.00pm, venue to be arranged.</p>	

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Report Title: Proposed new Lettings Policy

Report of: Director of Social Services

Wards(s) affected: All

Report for: Key

1. Purpose

- 1.1 The report asks the Executive Committee to approve the proposed new Lettings Policy attached at Appendix A. It further asks the Executive Committee to take account of the public consultation and comments from the scrutiny review of the policy.

2. Introduction by Executive Member

2.1 The service has been working for almost a year now on a new allocations policy. The main objectives of this overhaul are:

- To incorporate new legislative requirements to reflect a number of new initiatives, like the new “Prevention & Options” approach, the fact that we are joining “Home Connections” (the sub-regional Choice Based Lettings scheme, which will be launched in November, etc).
- To review and update the housing register of new applicants and to enable the Council to give higher priority to overcrowding transfers and to strengthen local connections, in line with expressed councillors preferences.

The timetable for implementing the new policy is tight and to a large extent determined by the forthcoming launch of our Home Connections (in November) and the Best Value inspection (next April). The implementation work involved is significant (e.g. reviewing the housing register alone involves reviewing the cases and re-registering up to 24,000 applicants and recalculating points under the new mechanisms etc) and is already advanced (to meet the deadlines referred to above).

There has been extensive consultation (with tenants, Councillors, Residents Associations, RSLs, Voluntary Groups, partners, other stakeholders and the Scrutiny Panel looking into the whole issue), which has resulted in various adjustments and improvements from earlier drafts. Once the new system is in place, there will be regular reviews of the detailed elements (e.g. points weighting for various priority categories etc), enabling the council to continuously refine and adjust its priorities in the light of experience on the ground and changing circumstances.”

3. Recommendations

- 3.1 That the proposed Lettings Policy be agreed subject to the Executive Committee taking account of the public consultation and the comments of the Scrutiny review.
- 3.2 That agreement of the final points scheme be delegated to the Director of Social Services in consultation with the Executive Member for Housing.
- 3.3 That the pointing scheme be reviewed, and amended, as appropriate, by the Director of Social Services, in consultation with the Executive Member for Housing as required to meet the Council's objectives.

Report Authorised by: Anne Bristow, Director of Social Services.

Contact Officer: Nigel Long, Policy and Procedures Manager

4. Director of Finance Comments

- 4.1 The Director of Finance has been consulted and has no further comments to add to those already included within the report.

5. Head of Legal Services Comments

- 5.1 The Head of Legal Services has been consulted in the preparation of this report.
- 5.2 There is a legal requirement under s167 of the Housing Act 1996 for each local authority to have an allocations scheme which sets out its priorities for allocating housing accommodation. The content of the Lettings Policy is within the discretion of the local authority but the Policy must comply with the framework set out in the Housing Act 1996, the Homelessness Act 2002 and the Code of Guidance for Local housing authorities for the Allocation of Accommodation.
- 5.3 The proposed new Letting Policy complies with the current legislation and the Government's Code of Guidance and must be approved by the Executive prior to implementation.

6. Local Government (Access to Information) Act 1985

Housing Strategy 2003-8 Allocation of Accommodation	Haringey Council	December 2005
-Code of Guidance Homelessness Prevention	DCLG	May 2002
-Best Practice Guidance Homelessness Code of Guidance	DCLG	June 2006 July 2006
Housing Act 1996		
Homelessness Act 2002		

7. Strategic Implications

- 7.1 The Lettings Policy is a key tool for meeting housing need. It should be considered alongside new service initiatives such as the '*Prevention and Options*' service and will contribute to meeting the Government target of a 50% reduction in the use of temporary accommodation by 2010
- 7.2 It addresses the Council's wider care duties to older people, vulnerable adults and to children. The pointing scheme reflects the priority given to meeting their needs.
- 7.3 Housing supply shortage is being addressed through land use planning and the sub regional funding process.
- 7.4 The proposed policy allows the Council the opportunity to address housing need through the letting of council housing and through nominations to housing associations.
- 7.5 The Lettings Policy contains clear priorities for the allocation of housing. The priorities will allow the Council to address the areas of greatest need.
- 7.6 The policy places a strong emphasis upon the prevention of homelessness whilst meeting the statutory requirements to give priority to certain categories of people.

8. Financial Implications

- 8.1 Extensive consultation and publicity are a requirement of launching a new policy. These have involved presentations at conferences as well as a survey of 25,000 People on the Housing Register. The total costs of this exercise are expected to amount to £25,000. These costs will be met within the Management and Support budget for the Housing Service.

9. Legal Implications

- 9.1 Following close working with Legal Services the policy fully meets the legal requirements and duties placed upon the Council with respect to the allocation of Council housing.

10. Equalities Implications

- 10.1 The Council's proposed Lettings Policy is an important tool that will help improve the housing position of BME and vulnerable residents in the Borough.
- 10.2 Given the large proportion of homeless BME and Housing Register applicants the policy, with its clear priorities, will meet the needs of such groups more effectively than in the past.
- 10.3 The proposed policy makes addressing the needs of vulnerable people a high priority. This is balanced with the need to respond to the problems of severe overcrowding locally.
- 10.4 The proposed policy places a strong emphasis upon meeting the needs of older and disabled households.
- 10.5 The policy has been the subject of an Equalities Impact Assessment.

11. Consultation

- 11.1 The draft Lettings Policy has been the subject of extensive consultation. The consultation has included an exhibition at a residents conference, a presentation to the Residents Consultative Forum, presentations to a HAVCO Housing and Social Services conference, focus groups with BME and hard to reach groups.
- 11.2 An update on the results of the consultation will be tabled at the Executive meeting on the 12 September.
- 11.3 There has also been a Housing Scrutiny Review of the Lettings Policy. The findings of the review will be reported to the Executive Committee on the 12th September by the Cllr Bevan, the chair of the review.

12. Background

- 12.1 The proposed new Lettings Policy is required to ensure that the Council is meeting the changes required by new legislation and arising from caselaw. The new policy reflects the Government's emphases upon choice and the need to have clear priorities, each with appropriate weighting in the point's scheme. The proposed new policy reflects Best Practice.

- 12.2 The policy before you, in reality consists of two documents, the policy itself which Sets out the priorities of the Council and the second document is the points scheme. The two have been combined to improve transparency and understanding of the approach.

Housing need in Haringey.

- 12.3 Haringey contains some of the most deprived wards in the Country. Almost 30% of Haringey's population live in areas that are amongst the 10% most deprived in the United Kingdom.
- 12.4 The borough has relatively high levels of unemployment and a high level of inequality in health reflected in high levels of vulnerability such as mental health. 11.5% of households have incomes below £10,000 leading to significant numbers of residents relying upon social housing.
- 12.5 It is this level of deprivation, when coupled to the ethnic and culturally diverse nature of the borough, and the implications of this for family income and household size that provides the background to this Lettings Policy.
- 12.6 The main challenge for the policy is how to address high levels of severe housing need in a fair and transparent way with homes being allocated to people with the greatest need. According to the Housing Needs Survey Update 2005 there is a shortfall of 4387 affordable homes. In 2004/5 the level of homeless applications was running at 145% of the total social housing lettings and of the applicants 90% were from Black and Minority Ethnic households. All the evidence points to a borough and a housing service under severe pressure.
- 12.7 There were 4,843 homelessness decisions made between January 2004 and December 2005 including approvals and acceptances.
- 12.8 There were 5822 households in temporary accommodation at the 17 August 2006.
- 12.9 The 2006 Housing Need Survey has provided a wealth of information about the severity of housing problems in the Borough:
- 19,376 households were defined as living in unsuitable housing. This is 20.9%
 - of all households in the borough.
 - 35.6% of Council housing is unsuitable
 - 30.7% of housing association property is unsuitable
- 12.10 Some 19.5% of households contain people who require support. The biggest groups are:
- Physical Disability 12%
 - Frail Older People 4.7%
 - Mental Health 4.0%
 - Sensory disability 1.7%
 - Learning disability 1.6%
 - Other 3.0%

BME Households

- 12.11 Nearly 30% of residents come from BME communities. Of these 19% are headed by A Black person, 5.3% by an Asian person, 2.8% by a person of mixed race and 2.5% by another ethnic minority group.
- 12.12 However, in 2004-2005, 90% of homeless applicants were from BME applicants highlighting the severe housing problems facing the poorest areas of the borough and BME households concentrated in such areas.

Overcrowding

- 12.13 Addressing overcrowding locally is a top priority. According to the 2001 Census there are 20,455 households in Haringey who are suffering from overcrowding which equates to 22% of all households in the borough. More than 10% of households living in social housing are overcrowded with 4.4% severely overcrowded. Many living in the private sector also suffer with nearly 8% overcrowded

The Points Scheme

- 12.14 The points scheme set out alongside the policy in the one document is 'illustrative' and may need some further amendment to ensure it meets the Council's priorities.
- 12.15 This report proposes that the Executive Committees delegates to the Director of Social Services in consultation with the Executive Member for Housing authority to agree the final points scheme.
- 12.16 It is desirable to review pointing levels on an appropriate basis in order to ensure Council priorities are met and that the policy is implemented in a flexible way. The report therefore seeks Executive Committee approval to delegate the reviewing and amendment of the point's scheme to the Director of Social Services in consultation with the Executive Committee Member for Housing.

13. Conclusion

- 13.1 This report asks the Executive Committee to approve a new Lettings Policy to guide the work of the Council in the allocation of Council and social housing in the Borough.
- 13.2 This report concludes that the proposed policy meets the legal duties placed upon The Council. It sets out clear priorities and these meet both the statutory requirements and Best Practice.
- 13.3 The report also asks the Executive to consider the results of the consultation and to consider the recommendations of the Scrutiny review.

14. Use of Appendices

- 14.1 Attached at appendix A is the proposed Lettings Policy.

Lettings Policy

A guide to housing lettings in Haringey

Version 11.0 (24 August 2006)



This Lettings Policy sets out how council housing is allocated to people.

If you would like a copy of this document in your own language, please fill in your name and address, tick the right language box and send the form to the FREEPOST address:

☐ **Albanian**

Nëse doni një kopje të Housing Lettings policy në gjuhën tuaj, ju lutem shënjoni ☒ kutinë dhe dërgoni formularin në adresën e mëposhtme me Postim Falas.

☐ **Bengali**

☐ **French**
Si vous souhaitez obtenir un exemplaire du Housing Lettings policy dans votre langue, veuillez cocher la case, compléter votre nom et adresse et renvoyer le formulaire à l'adresse au port payé ci-dessous.

☐ **Kurdish**

Hek hun kopîyeke nûçenameya 'Housing Lettings policy' bi zimanê xwe zixwazin, ji kerema xwe qutîkê îşaret bikin, nav û navnîşana xwe binivîsin û formê ji navnîşana jêrîn a Posta Bêpere re bişînin.

☐ **Somali**

Hadii aad dooneyso warka ku yaal buugaan oo ku qoran afkaan, fadlan xariiq halkaan kadibna hoos ku qor faa faahintaada oo u soo dir buugaan cinwaanka hoos ku yaal

☐ **Turkish**

Housing Lettings policy kendi dilinizde bir kopyasını temin etmek istiyorsanız, kutuyu işaretledikten sonr, adınızı ve adresinizi doldurup formu aşağıdaki ödemeli posta adresine yollayınız.

Please tell us if you would like a copy of this policy in another language that is not listed above or in any of the following formats, and send the form to the FREEPOST address below:

☐ In LARGE PRINT ☐ On Disk ☐ On Audio tape ☐ In Braille ☐ In another language

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Executive Summary

- 1.0 Every council has to produce and publish a housing lettings policy ¹. This is Haringey's Lettings Policy. It shows:
- how to apply for housing in Haringey
 - how we decide who to let homes to
 - how we offer choice
 - how we make offers of housing
- 2.0 The policy reflects the legal requirements placed upon the council ² and in addition draws upon regulations and guidance and good practice. ³
- 3.0 The policy sets out how the Council works with the private sector and partners such as housing associations to address homelessness, overcrowding and the need to develop safe, diverse neighbourhoods. The Borough faces severe housing shortages.
- 4.0 The policy sets out how a points system is used to ensure fairness and openness in allocating homes and should be considered alongside new services such as Prevention and Options and the Reduction in Temporary Accommodation strategy.
- 5.0 There is a high level of housing need locally. The policy sets out a number of limited but clear priorities. The number of people who will be directly housed by the Council will be limited to those with the most severe housing needs. Tackling overcrowding is a high priority. Applicants with low levels of need will be advised of other options they can consider.
- 6.0 Preventing homelessness, offering choice and increasing the range of ways to meet housing need means placing an emphasis upon applicants with the most severe housing needs. It requires a range of options to be available to other people.
- 7.0 The close working relationship with Social Services is reflected in the policy. It will ensure that older and vulnerable people have their needs addressed in a fair and consistent way.
- 8.0 By 2010 Haringey will reduce the number of households in temporary accommodation by 50%. This policy is the key to achieving that target.
- 9.0 The policy reflects the commitment to create greater choice, through the introduction of Choice Based Lettings for most applicants. It responds to everyone in a fair, open and consistent way. The policy is backed up by procedures.
- 10.0 The Lettings Policy will be reviewed regularly including consideration of the way the policy assists the promotion of choice and mobility across the North London sub region.

¹ Section 167 Housing Act 1996 requires a scheme to be in place

Section 168 Housing Act 1996 requires the scheme to be published

² Housing Act 1996 amended by the Homelessness Act 2002

³ The main guidance relating to Lettings is the Allocation of Accommodation: Code of Guidance 2002
This is supplemented by various Statutory Instruments (Regulations)

Introduction

This document sets out Haringey Council's Lettings Scheme. It is the allocation scheme for determining priorities for the letting of Council homes and nominations to Registered Social Landlords.

This policy fully complies with all legal requirements and reflects recent changes to the law arising from the Homelessness Act 2002 and various Statutory Instruments. It also reflects caselaw and has regard to the Code of Guidance on the Allocation of Accommodation issued by the Government in May 2002.

The Challenge facing Haringey

Haringey contains some of the most deprived wards in the Country. Almost 30% of Haringey's population live in areas that are amongst the 10% most deprived in the United Kingdom.⁴ The borough has relatively high levels of unemployment and a high level of inequality in health reflected in high levels of vulnerability such as mental health. 11.5% of households have incomes below £10,000⁵ leading to significant numbers of residents relying upon social housing. It is this level of deprivation when coupled to the ethnic and culturally diverse nature of the borough, and the implications of this for family income and household size that provides the background to this Lettings policy. The main challenge for the policy is how to address high levels of severe housing need in a fair and transparent way with homes being allocated to people with the greatest need. According to the Housing Needs Survey Update 2005 there is a shortfall of 4387 affordable homes.⁶ In 2004/5 the level of homeless applications was running at 145% of the total social housing lettings and of the applicants 90% were from Black and Minority Ethnic households. All the evidence points to a borough and a housing service under severe pressure. This Lettings Scheme helps implement the Council's commitment to:

- Prevent homelessness
- Increase options for access to good housing for homeless people
- Increase choice for residents in housing need
- Meet the needs of specific groups such as vulnerable and older people or residents from Black and Minority Ethnic communities.
- Establishing a fair and open way of allocating social housing
- Meet its wider commitments to creating safe, diverse neighbourhoods.
- Reduce the number of people in temporary accommodation

Our Priorities

The policy has been developed in line with relevant legislation, guidance and good practice. The law says to whom we can and can't allocate housing. It allows Haringey to give reasonable preference to particular groups of people to whom housing can be allocated.⁷

⁴ Indices of Deprivation 2004, DCLG.

⁵ GLA CACI September 2005

⁶ Housing Needs Survey Update 2005

⁷ Section 167 (2) of the Housing Act 1996 as amended by the Homelessness Act 2002.

The high levels of housing need locally mean that the policy focuses upon meeting the housing needs of:

1. *People facing severe overcrowding*

Addressing overcrowding locally is a top priority. According to the 2001 Census there are 20,455 households in Haringey who are suffering from overcrowding which equates to 22% of all households in the borough.⁸ More than 10% of households living in social housing are overcrowded with 4.4% severely overcrowded. Many living in the private sector also suffer with nearly 8% overcrowded.

2. *People with Medical requirements*

The policy considers people with medical needs a high priority. The aim is to make sure that disabled or chronically ill applicants, including those with children with disabilities, are able to obtain housing that allows them a good quality of living. In responding to the medical needs of applicants the Council seeks to balance such needs against other housing pressures.

3. *Vulnerable People*

Adults vulnerable due to mental health issues or learning disability are a further focus of the policy. Addressing the housing requirements of people with complex needs is a priority. This policy highlights the importance of ensuring that vulnerable and excluded groups are able to access Choice Based Lettings in accordance with good practice.⁹ Haringey has adopted the following definition of vulnerable adults¹⁰:

“A person over the age of 18 years who:

- Is or may be in need of community care services by reason of mental or other disability, age or illness and who*
- Is or may be unable to take care of himself or herself*
- Is or may be unable to protect himself or herself against significant harm or serious exploitation.”*

4. *Older People*

The Lettings Policy reflects the priority Haringey Older People’s Service (OPS) gives to supported housing. The aim of OPS is to provide an individual social care, support, advice and advocacy service within a housing management context, relevant to the needs of older people from the full range of communities and cultures in Haringey. The objective of the supported housing service is to help older people to maintain their independence and live at home as long as practical. The wider challenge is to slow down deterioration and consequent loss of confidence and self esteem. The Lettings Policy compliments the supported housing service and reflects the close working between housing services, housing providers, health and social services in addressing the needs of older people.

⁸ 2001 Census

⁹ Pilot Based Lettings: An Evaluation, ODPM (2004)

¹⁰ Policy & Procedure for Protecting vulnerable Adults. LB Haringey (2002)

Equalities

Throughout its work, Haringey Council is committed to reflecting the full diversity of the community it serves and to promoting equality of opportunity for everyone. We accept that the Council is not free of unintended institutional discrimination. We will work to eradicate it. We aim to ensure equal access to our services by all citizens on the basis of need and to provide services in a manner that is sensitive to the individual whatever their background. We will represent the needs of our diverse communities to other agencies and make equal opportunities a key guiding principle in all our work with our partners. We will ensure that our workforce reflects the community it serves. We will take positive action to realise our equality of opportunity policy. We have a duty to eliminate discrimination on the grounds of age, disability, colour, ethnic origin, nationality, national origin or race, gender, HIV status, marital status, region or belief, responsibility for dependents, sexual orientation or unrelated criminal convictions.

Discretionary Powers

The Lettings Policy cannot cover every eventuality. In special cases with exceptional needs, the **Head of Rehousing (Strategy and Needs)** has discretionary power to award additional priority and approve offers of housing taking into account all factors relevant to housing and social needs.

In the various sections of the policy, reference is made to the rules determining priority and eligibility for housing. In all these instances, subject to any legal constraints, discretionary powers may be used to deal with special cases which may need to be treated in an exceptional way.

The points scheme set out in the policy may be varied, as required, to reflect the meeting of priorities.

Chapter 1: Who can be considered for housing?

Any person may approach the Council and ask to join the Housing List

The reality of the severe lack of social housing lettings is that only a very small number of people will be offered social rented housing.

Applicants eligible for housing are considered according to their level of housing need. Housing need is measured by a points system that reflects this Lettings policy.

All decisions made will be put in writing and provided to the applicant.

There are also two groups of people who are not eligible to apply for council housing. These are people:

- covered by immigration rules.
- guilty of unacceptable behaviour

People covered by Immigration rules

Applicants from abroad who are subject to immigration control are ineligible for allocations. The Secretary of State has prescribed classes of people who are subject to immigration control but are nonetheless to be eligible for allocation.

The Allocation of Housing and Homelessness (Amendment) England Regulations 2004 set out that some people who have a right to enter a Country (Such as EU Citizens) may not be eligible for housing if they are not habitually resident or not here exercising EEA rights (e.g. right to work)

Unacceptable Behaviour

‘Unacceptable behaviour’ is behaviour that would be likely to result in the council gaining a possession order against you or your family, even if you are not actually Haringey Council tenants. Unacceptable behaviour includes:

- owing substantial rent arrears (to any Landlord)
- causing nuisance and annoyance to neighbours or visitors (anyone with an Anti-Social Behaviour Order)
- being convicted for using your home for illegal or immoral purposes (e.g. prostitution or drug dealing)
- committing an arrestable offence in or near your home
- being violent towards your partner or family
- allowing the condition of your home to deteriorate
- getting your tenancy by deception (for example, by giving untrue information)
- paying money to illegally obtain a Haringey Council tenancy.

Applications from Home Owners

Housing applications from home owners are considered. However the following factors will be taken into account:

- Whether an applicant can reasonably be expected to remain in accommodation taking into account medical, social and other needs.
- The equity available if the property were sold and whether this would provide sufficient funds for the owner to buy or rent alternative suitable accommodation.
- Income, savings and/or other investments

The Council will assess whether sufficient funds are available to secure alternative suitable accommodation, taking into account the market value of the type of accommodation required.

Where there are medical problems, applications will be considered in the following circumstances:

- Where it is not possible to adapt the current accommodation to meet the needs of the owner-occupiers medical condition.
- Where it is too expensive to adapt the existing accommodation to meet the needs of the owner occupiers medical condition and they cannot afford to buy or rent suitable alternative housing
- The sale of the property would not enable the owner occupier to purchase or rent an alternative property suitable to their needs.

Four Categories of Priority

The Council has to give priority to applicants who fall within categories of need defined by the law. The priorities reflect local needs and the legal requirement to give ***‘reasonable preference’***, ***‘additional preference’*** or ***‘local preference’*** to certain people who apply.

The Council has adopted four broad categories of housing need. The points system reflects these. Each is divided into priority areas.

The four categories of need, adopted by the policy allows clarity with respect to the different priority groups. Priority given to each group in the Point’s scheme reflects the legal and guidance requirements.

The four categories are:

- Families and Children
- Property
- Care and Health
- Stable Communities

Chapter 2: Families and Children

The Homeless.

Homeless households are a high priority for the Council. The Council, primarily seeks to prevent homelessness.

It has adopted a Prevention and Options policy and has introduced a new service to prevent homelessness. The aim is to help homeless households find alternative housing.

If alternative options are not available and homelessness cannot be prevented then households may be eligible for a Council or housing association house subject to them having sufficient points. Homeless households will be allocated the following number of points:

No	Category	Aim	Points
1	Homeless in Priority Need, not intentionally homeless.	To help households who have become homeless, are in Priority Need and in temporary accommodation to obtain settled accommodation.	350
2	Homeless, in Priority Need, but homeless intentionally.	This would meet the legal duty under Section 193(2) to people who are homeless with a Priority Need, but made themselves homeless (Intentional homeless).	200
3	Homeless or threatened with homelessness, but not in Priority Need.	This allows the Council to offer help to households who are homeless, but do not have a Priority Need. This meets duties under Section 195(5)(a).	100
4	Homeless or threatened with homelessness in Priority Need, but intentional homelessness.	This allows the Council to offer help to households who are homeless, have a Priority Need but are intentionally homeless. This meets duties under Section 195(5)(b).	100

Prevention of Homelessness

Preventing homelessness is a key objective of the proposed new Lettings Policy. The points in this section help people to avoid homelessness by looking to other options.

No	Category	Aim	Points
1	Homeless at Home with 1 child.	To encourage people threatened with homelessness, in priority need, to stay in the parental home and to be rewarded for doing so. (For every 6 months)	200
2	Homeless at Home with 2 children	To encourage people threatened with homelessness, in priority need, to stay in the parental home and to be rewarded for doing so. (For every 6 months)	150
3	Out of Borough	To encourage people to move to a new area.	100
4	Out of London	To encourage people to move to a new area.	100
5	Mediation	Successful completion of mediation course. Points for staying in parental accommodation (For every 6	100

		months)	
6	Family Support	Points to reflect a need to move closer to other family members who will provide support.	50
7	Foster Carers/Kinship	This will allow the role of carers and foster parents to be recognised.	100

Assured Shorthold Tenancies

These points encourage applicants to remain in private sector property

No	Category	Aim	Points
1	Retention of private sector AST	To encourage households to remain in AST with a private landlord. (This does not relate to ASTs secured by the Council for households in Priority Need)	50 per annum

Living in Temporary accommodation

The Council wants to reduce the numbers of households in temporary accommodation. The points for residing in such accommodation aim to help households move on to permanent housing.

No	Category	Aim	Points
1	Moving out of temporary accommodation	To help households move from temporary to permanent accommodation.	50 per annum

Violence and Harassment

Families or individuals facing violence or harassment require a strong and high priority response from the Council.

No	Category	Aim	Points
1	Severe Harassment/Violence (Urgent Move)	Where a person/household requires an urgent move because of severe violence and/or harassment.	200
2	Harassment/Violence (Desirable Move)	Where it is desirable to move a person/household because of violence and/or harassment.	100
3	Witness Protection.	A move in order to secure a witness's safety	250

Children in Need

These points reflect the Council's duties to Children.

No	Category	Aim	Points
1	Children and Young People unable to leave hospital.	A household would receive points to reflect the unsuitable nature of the parental home.	400
2	Child Protection.	Where a parent and child should be moved due to the child being in need or where a child is placed on the Child Protection Register and a more suitable property will reduce risk to the child.	250

Relationship Breakdown

In general, where a relationship breakdown has occurred between couples and one or both partners is a council tenant, one or both partners will receive 50 points providing:

- Both partners have been living in the accommodation since the commencement of the tenancy (irrespective of whether both partners held a joint tenancy)
- There has been no violence or threat of violence
- Under-occupation of the accommodation will not result from rehousing just one of the former partners.

Under this policy the term ‘couples’ refers to heterosexual, lesbian and gay relationships.

No	Category	Aim	Points
1	Relationship Breakdown	To support people to find new accommodation following the breakdown of a relationship.	50

Chapter 3: Property

This section in the points scheme aims to address problems associated with a property.

Overcrowding

The draft scheme reflects the clear policy commitment to address overcrowding. The statutory definition is very limited. The Council uses the English Survey of Housing definition of overcrowding and this uses the lack of bedrooms

No	Category	Aim	Points
1	1 bedroom short.	To reflect level of overcrowding	100
	2 bedrooms short.	To reflect level of overcrowding	200
	3 bedrooms short.	To reflect level of overcrowding	300
	4 bedrooms short.	To reflect level of overcrowding	400
2	Shared bathroom.	To reflect sharing of facilities	30
	Shared WC.	To reflect sharing of facilities	20
	Shared Kitchen.	To reflect sharing of facilities	30
	Shared Living room.	To reflect sharing of facilities	20

Poor Quality Housing

No	Category	Aim	Points
1	Insanitary Conditions	To tackle accommodation that poses an ongoing threat to a person or households health. Examples include <ul style="list-style-type: none"> • Infected drinking water • Insect or animal infestation • Being exposed to untreated sewerage. 	200

Under Occupation

These points encourage existing tenants to move to a smaller property. This should be considered alongside other incentives to move. The Council provides a range of financial incentives to encourage households to move to more suitable property.

No	Category	Aim	Points
1	Give up 1 room	To encourage tenants to move to smaller properties	200
2	Give up 2 rooms	To encourage tenants to move to smaller properties	300
3	Give up 3 rooms	To encourage tenants to move to smaller properties	400

Chapter 4: Care and Health

Vulnerable People

These points reflect the Council's duties to vulnerable adults and compliment the medical points scheme.

No	Category	Aim	Points
1	Mental Health with Support.	To help households with mental health challenges obtain housing subject to them being supported in such accommodation.	150
2	Drug & Alcohol challenges.	To help households where a person with drug or alcohol challenges undertakes and completes course of rehabilitation.	150
3	Learning Disability.	To help people with Learning Disability, who reside with parents to have own tenancy with support.	150
4	Complex Needs	To support people aged 55 and over who have complex needs and need specialist accommodation e.g. Disability, declining health, severe mobility or mental deterioration.	150

Medical

The Council gives medical points to reflect how unsuitable an applicants current accommodation is. If there are medical problems, but the property is suitable for their medical needs, no points will be given.

Composite Test

When considering the medical needs of a person the impact on the whole household will be considered.

No	Category	Aim	Points
	Category A	To address exceptional, urgent and/or life threatening situations that would be addressed by an urgent move to a different property.	300

Category A: A category A may be granted to people who have an urgent need to move for medical reasons. This might include a terminally ill person who needs larger accommodation for a carer to reside with them, or someone whose life may be at risk as a result of the property they live in.

No	Category	Aim	Points
	Category B	Where a different property would address health, mobility and disability problems facing a household.	150

Category B: This covers people with health, mobility or disability needs who require a home with improved access to facilities or mobility. This covers people whose home is not suitable because they have medical, mobility or disability needs and their existing home is not accessible or near to medical or family support.

Disability Facilities Grant

Adapting homes so that disabled or residents with mobility problems can reside in them is important. The Council may use the Disability Facilities Grant to fund such activity. However where the cost of adaptations is above £25,000 for a property then the applicant will be considered for a transfer with Category B medical points being awarded.

No	Category	Aim	Points
	Category C	Home not suitable in the long term	50 per annum

Category C: This relates to people who have long term medical needs that will require them to move from their existing property. Customers with medical conditions such as arthritis, loss of mobility in limbs etc. They may require a ground floor property but currently reside in a house with stairs or a flat

Chapter 5: Stable Communities

Local Connection

The Council is committed to developing stable inclusive communities. The Lettings policy has a key role in achieving this strategic aim. An appropriate level of priority is given to applications that can demonstrate a local connection. A local connection is considered as an applicant:

- Who has lived in the Borough for at least 6 months in the last 12 months or 3 of the last 5 years or
- Having permanent employment within the Borough or
- Having a close relative, for instance a parent, sibling or child living in the Borough who is and has been living in the Borough for the last 5 years.

Transfers

The Council will allocate points to recognise the important role ‘good neighbours’ can play in creating stable communities. Where a tenant applies for a transfer and they have:

- A rent account that has not been in arrears for the previous 3 years.
- Not been the subject of Possession proceedings for rent arrears
- Not been the subject of Possession proceedings for anti-social behaviour

No	Category	Aim	Points
1	Local Connection	To reflect the importance of stable inclusive communities	75
2	Good Neighbour Transfers	To reflect a tenant meeting their tenancy conditions	50

Time on the Waiting List

The Council also provides an annual uplift to recognise time on the Housing Register.

No	Category	Aim	Points
1	Time on Housing Register	To provide an annual uplift.	24 points per year

Management Transfers

Management Transfers are used to address problems of emergency and special housing problems. Full details of the Councils Management Transfer scheme are set out in the procedures that underpin this policy.

Decants and Major Works

Where an estate or property requires improvement work to bring it up to the Decent homes or other appropriate standard points will be awarded to reflect the degree of impact on the tenants life. These will help the person move if they wish to do so.

No	Category	Aim	Points
1	Decant	To help a tenant move where work cannot be done without a move	300
2	Major Works	To help the tenant move where they are concerned at the impact of major works on their home	50

Independent Living

The following points recognise that groups of people need stable settled accommodation.

No	Category	Aim	Points
1	Care Leavers.	To ensure accommodation with support	200
2	Ex Offenders	To ensure people leaving prison are able to access stable accommodation.	150
3	Nomination from independent housing scheme.	To support a vulnerable person moving from supported housing to greater independence with 'own' tenancy.	150
4	16 & 17 Year olds.	To provide secure housing at age 18.	100

Teenage Parents

The borough has a high level of teenage pregnancies. The support and options to help young parents are set out in the Council's '*Teenage Pregnancy and Parenthood Strategy*'. It places a strong emphasis upon semi independent housing options where the young person cannot remain with parents. The support comes from Supporting People (A funding scheme)

Other Categories

No	Category	Aim	Points
3	Move on Quota	To help people move from temporary hostel based accommodation to long term housing	150
4	Shared Hostel Move on	To help people move from a temporary hostel containing shared facilities to long term housing	200
5	Service Tenants	To take account of a service tenancy that is coming to an end	300
6	Special Circumstances	This would allow points to go to a person who does not qualify under any other category	200
7	Leaving Supported Housing Projects	To help people move from Supported Living Projects to independent living.	300

Chapter 6: How to apply for housing in Haringey

To apply for housing requires an applicant to complete a relevant application form. These vary according to the tenancy or housing position the applicant is in:

Table 1: Application Forms for Housing in Haringey

Applicant	Form	Where available
Homes for Haringey Tenant	Transfer Form	Homes for Haringey Local Offices www.homesforharingey.org www.haringey.gov.uk
Housing Association Tenant	Housing Application Form	Tenants of housing associations need to approach their own landlord.
Other Applicants	Housing Application Form	Homes for Haringey Local Offices www.homesforharingey.org www.haringey.gov.uk Prevention and Options Service, Apex House.

Help for Applicants completing Application forms

It is the policy of Haringey Council to help people with the completion of Application forms where they have:

- Language needs
- Literacy needs
- Other Health and care needs.
- Where the applicant has a caseworker.

Data protection

The Data Protection Act 1998 (the Act) is designed to protect personal data about living individuals (Data Subjects). The Act also places obligations on those organisations that process personal data (Data Controllers). As a Data Controller, Haringey Council is committed to complying with this legislation by applying the Principles of Good information handling across all its services.

Tenancy Audit Scheme (TAS)

It is the requirement of Haringey Council, as part of its wider challenge to stop fraud to photograph all applicants and to keep a record for identification purposes.

Information Check

All applications must be supported with relevant documents. All supporting documents, as far as possible, must be originals. Without this information Haringey cannot process an application. The Council reserves the right to make enquiries into your application.

Chapter 7: Choice- The heart of the Lettings Policy

Our Commitment to you

People applying for housing should be able to choose where they live. This Lettings policy gives priority to people with the greatest housing need, but also places choice at the heart of the way we work. The Council has moved to a Choice Based Lettings scheme for most lettings.

Home Connections

Haringey is part of the Home Connections scheme. This is the North London choice based lettings scheme. When properties become available, they are advertised widely and applicants are invited to bid. The system allows applicants to bid for properties which they would like to be offered. Applicants on the Housing Register and existing tenants can bid for property. People can bid for as many properties as they like.

A nomination agreement is in place between the council and its housing association partners to ensure the best use of available homes via the Home Connections framework.

Exceptional Circumstances

All allocations of permanent housing stock will be made this way, except in exceptional circumstances. These could include:

- Where there are serious and urgent child or public protection issues.
- If an applicant falls under the National Witness Mobility Scheme.
- If it may be costly to the Council if an applicant is not moved.
- Where homes are significantly adapted for use by vulnerable persons or with a disability.
- Where properties are designated for use by the Older persons Service
- Where a property is difficult to let
- Allocations to temporary accommodation
- Allocations to any homes which the council requires for specific purposes.
- In any interim period where either the Council is in organisational change
- Where CBL may lead to detriment being suffered by any groups(s)/persons.

Fraud

Applicants will be closely checked, and evidence requested, by the Council before an offer is agreed. This means all relevant supporting documents and information supplied will be checked and appropriate home visits made. We will make sure you are legally entitled to housing. Where evidence is not provided the offer of housing will be withdrawn. If evidence of false information or any related fraud becomes known after the applicant has moved in or the transfer taken place, the Council will recover the property through the Courts and consider prosecution.

Declaration on Fraud

The law ⁽¹¹⁾ very clearly states that it is an offence to make false statements, withhold information, or fail to disclose any change in circumstances. Haringey will take appropriate action if fraud is suspected.

What if I refuse the offer?

Applicants made offers under Home Connections are not expected to refuse the offer, as they have asked to be considered for the property. All applicants included in the scheme will be provided with information to ensure they understand the scheme and the requirement for them to be pro-active. If a property is requested and the applicant later discovers that there is someone living locally that is a threat to them or their household, they may refuse the property within 24 hours of signing the tenancy.

Please note that refusing a suitable offer may lead to the Council discharging any legal obligation it has to rehouse an applicant.

(11) Section 214 of the Housing Act 1996

Chapter 8: Other Housing Options

Prevention and Options Service

This Lettings Policy has clearly set out a number of priorities.

For applicants who are threatened with homelessness or suffer from lower levels of need the Council has introduced the Prevention and Options service.

This service advises residents on all available housing options as well as working hard to prevent homelessness through schemes such as:

- Homeless at Home and mediation
- Helping secure private sector lettings
- Helping secure home improvements to allow people to remain in residence.

The amount of social housing available each year is extremely limited. The Council has developed its Prevention and Options service to advise applicants on the Housing Register, or people in danger of homelessness, of alternative options. This section describes some alternative ways of existing council and housing association tenants, and in some cases those on the housing register securing accommodation. People's needs and circumstances are considered before an offer is made.

Table 2: Mobility Scheme options

Mobility Option	Description
Homeswap Scheme	HOMESWAP (Housing Organisation Mobility and Exchange Services) is a national scheme. It allows councils and housing associations to put people forward for each other's housing.
Seaside and Country Homes	The Seaside and Country Homes scheme allows council tenants and housing association tenants, aged 60 or over, to give up their council properties and move to the coast or countryside.
Anchor Trust Retirement Homes	The Anchor Trust is a housing association that provides sheltered housing in many parts of the country. This is accommodation for older people, with the services of a warden if needed.
Moving out of London	Moving out of London may be an option. Some towns and cities have social and affordable housing to rent or buy. You can apply to move out of London if you are: <ul style="list-style-type: none"> • Haringey Council tenant • Haringey housing association tenant • Homeless household living in temporary accommodation provided by Haringey Council • Homeless household accepted as 'homeless at home' • Household registered for housing.

Chapter 9: Reviews and Complaints

All applicants have a right to appeal under the Housing Act 1996 ⁽¹²⁾. This means that they have:

- a) The right of review of any decision not to give a preference under the policy.
- b) The right, on request, to be informed of any decision about the facts of an applicant's case which has been, or is likely to be, taken into account in considering whether to make an allocation
- c) The right to a review or request any decision to treat an applicant as ineligible for any reason..

Homeless applicants also have an additional right of review of the suitability of any offer under Section 202 of the Housing Act 1996. There are three other appeals against the offers of accommodation that are available where the applicant does not have a statutory review. These are

1. Council tenants
2. Housing Register applicants that Haringey have not accepted a homelessness duty
3. Homeless applicants who applied before 1st April 1997.

Complaints

For applicants concerned at the quality of the service they received the opportunity to make a complaint exists. Haringey operates a three-stage procedure for dealing with complaints:

Stage 1 Local Resolution.

When we receive your complaint, we will try to sort out the problem straight away. If we can't, we will write to you within 2 working days to let you know who is dealing with your complaint. We reply in writing to you within 15 working days

Stage 2 Service Investigation

If you are unhappy with our Stage 1 reply, you are entitled to have your complaint considered by a senior manager in the relevant service. You should contact the Directorate complaints officer to explain why you are unhappy with the Stage 1 response.

Stage 3 Independent Review

If you are unhappy with our stage 2 reply, the Central Feedback Team (formerly Corporate Complaints' Team) can conduct an investigation. The Central Feedback Team is independent of the service departments and will carry out an impartial investigation of your complaint on behalf of the Chief Executive.

(12) Section 167(4a) (b) or Section 160A (9) of the Housing Act 1996.

Chapter 10: Applicants Rights

Applicants for housing are entitled to:

- free advice and information about making a housing application
- help with their application if they require it.
- have their application considered by us
- have their application kept confidential
- ask for information to help them to judge their chances of being offered accommodation including whether appropriate accommodation is likely to become available and how long they might have to wait
- be informed of any decision made and the facts of the case
- receive in writing the Council decision not to consider a person for housing because of unacceptable behaviour by them and the reasons for the decision

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The Executive**On 12 September 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****1. Purpose**

1.1 To propose the Executive's response to the proposals of the Scrutiny review of Customer Services

2. Introduction by Executive Member

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.

2.2 The Executive Member is pleased to accept many of these recommendations and indeed some have already been actioned.

3. Recommendations

3.1 That the Executive agree the proposed response.

Report Authorised by:

Justin Holliday – Assistant Chief Executive (Access)

Contact Officer: Jane Waterhouse – Head of Customer Services

Telephone: 02084892023

e-mail: Jane.Waterhouse@haringey.gov.uk**4. Executive Summary**

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

impact that Customer Services has made on customer satisfaction. Overall it is a positive report.

4.2 The full report is attached as Appendix 2 and the tabulated action plan which responds to the 25 recommendations is attached at Appendix 1.

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

6. Local Government (Access to Information) Act 1985

7. Background

7.1 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 25 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

Table of responses, Scrutiny Review of Customer Services

Recommendation	Response	Commentary	Progress so far	Ownership
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 practice should cease.	Accepted As requested, a review will be undertaken and the results will be presented to the Overview & Scrutiny Committee in 12 months. 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.	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: <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 	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.	Head of Customer Services
Recommendation 2 That Customer Services develop a mystery shopping	Accepted The service is working towards undertaking a mystery shopping	Work is currently underway with the Customer Services for London Group (CSLG) to develop	CSLG have undertaken one survey with the next scheduled for Aug/Sept. Haringey will be	Information Manager

Recommendation	Response	Commentary	Progress so far	Ownership
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.	exercise by September 2006	a mystery shopping process.	taking part in this exercise and 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 in particular where there is a change of legislation or a new Council service is introduced.	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
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.	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.	All Customer Service Officer calls to client services are now required to be authorised by Team Managers prior to being made.	Completed	Team Managers
Recommendation 6 Staff feedback needs to be enhanced, bottom up. In addition the staff suggestion scheme should be reintroduced.	Accepted	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		Head of Customer Services
Recommendation 7 That IT service undertake a review of underlying causes of system downtime with	Partially accepted It is accepted that the Customer services operation is wholly dependent on the availability of			Head of IT

Recommendation	Response	Commentary	Progress so far	Ownership
particular emphasis on reducing downtime	<p>effective IT systems in both Customer Services and client services.</p> <p>In the last year or so, there have been interruptions in service due to failures in our IT managed services 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 and is subject to ongoing review as a result of sharing downtime logs with the IT Service.</p>			
Recommendation 8 That logs of system downtime be reported to each Customer Services Member Working Group meeting.	Accepted	Logs are being kept in preparation for the next meeting of CS Member Working Group meeting.		Service Development Manager and Call Centre Manager
Recommendation 9 That the planned saving targets for the next three years are considered to be achievable whilst maintaining existing targets.	Accepted	—	—	—

Recommendation	Response	Commentary	Progress so far	Ownership
CUSTOMER CARE				
Recommendation 10 The Review Panel endorsed the projects being developed by the Corporate Customer Focus Manager. This includes the following: <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. 	Accepted	Further developing customer focus - The overall Customer Focus Project - to set and achieve a Customer Focus agenda for Haringey – reports directly to the Customer Focus Stream Board and will be further supported by a discussion at CEMB on 10 th 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 Membership of the Institute of Customer Services - Membership of the Institute of Customer Service was taken out on 1 st February 2006, for a 4 year term. Plans are in hand to begin a		Customer Focus Manager

Recommendation	Response	Commentary	Progress so far	Ownership
		<p>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 25th September.</p> <p>Communication Unit production and distribution of posters and leaflets - This has been fully implemented</p>		
<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>	<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.</p>	<p>Further investigations are to be undertaken.</p>	<p>Lead Customer Services Centre Manager</p>

Recommendation	Response	Commentary	Progress so far	Ownership
Recommendation 12 That the Call Centre be renamed 'Contact Centre' as it now deals with e-mails.	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 developed further	—	—	—
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.	Accepted The Charter Mark is currently being revised and the resource requirement to achieve it is not yet known. There is a balance to be struck between the benefit of the recognition and the cost of resourcing the preparation of a submission. There may be opportunities for other forms of recognition which can be pursued more cost effectively.	Consideration will be given to the new Charter Mark. Other opportunities for recognition will be evaluated as they arise.		Head of Customer Services
Recommendation 14 That all Customer Service Centres introduce the facility to take credit/debit card payments immediately.	Accepted The timescale for implementation is dependent on IT investment and implementation programmes.	Credit and debit card payments are accepted for parking fines in CSCs and will be extended to parking permit issue over the next two months, starting with Hornsey. Wider use of debit and credit cards for payment in CSCs is	.	Service Development Manager

Recommendation	Response	Commentary	Progress so far	Ownership
		dependent on the resolution of issues on “Customer present” transactions in the epayment system.		
Recommendation 15 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 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, 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.	Partially accepted At the time of the Scrutiny Review Hornsey was underutilised. However, initiatives have been implemented which are increasing its use.	Service demand at the Hornsey Centre is increasing following the introduction of new services, the latest being parking permits and co-location. Consequently, there is a need to keep a Customer Service Centre in Hornsey. The future of its present location, Broadway Annex, is subject to proposals for the Hornsey Town Hall complex.	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 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.	Accepted	<ul style="list-style-type: none"> SignVideo – work on this is in hand and the system is expected to be installed in the Wood Green and the South Tottenham Customer Services Centres in March Type Talk – the service is investigating this as a replacement for the Minicom 	<ul style="list-style-type: none"> The SignVideo service is now operation in both centres. Promotion of the service will be taking place in July. The Type Talk service is scheduled to be introduced to replace the existing Minicom 	Lead Customer Service Centre Manager Call Centre Manager

Recommendation	Response	Commentary	Progress so far	Ownership
		system in the Call Centre	service in late summer, subject to resolution of residual telephony issues	
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.	Accepted	Disabled parking/parking bays are available as follows: <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 	A review of disabled bay positioning and enforcement is being undertaken with Facilities Management.	Head of Property Services
Recommendation 19 That the single queue at Apex House Customer Service Centre be reconfigured as a matter of urgency.	Accepted	It is accepted that, at the time of the Review, there were unacceptable bottlenecks at the reception.	This has been addressed by improvements to the Customer Relationship Management System which has reduced the interaction and time spent at reception and eliminated the bottlenecks.	Lead Customer Services Manager
CLIENT SERVICES				

Recommendation	Response	Commentary	Progress so far	Ownership
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.	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 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.	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 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	Accepted	The agenda is now being used at all service Liaison meetings – monthly meetings with operational staff, quarterly with senior management representatives. \	Complete	Service Development Manager

Recommendation	Response	Commentary	Progress so far	Ownership
<p>for the meeting to include the following meetings should cover some of the following issues:</p> <ol style="list-style-type: none"> 1. Minutes of the last meeting (review of actions/responsibilities) 2. Review performance measures/statistics and quality against targets 3. Call Centre performance targets 4. Key housing (client service) 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 form Team Managers on calls to Client Services which are outside the agreed process <p>In addition all staff and Team Managers in Customer</p>				

Recommendation	Response	Commentary	Progress so far	Ownership
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.	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
Recommendation 24 That Customer Services investigate additional funding streams to further assist in the recruitment and training of new recruits.	Accepted	Discussions are in hand with Regeneration to look at further funding opportunities. 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.		Head of Customer Services
Recommendation 25 That the recharging arrangements to all client services be clarified. Client Services need to be made aware of the number of visits/calls handled on their behalf along with the average time of their transaction, repeat visit/calls information to be	Accepted	Full data is provided to Client Services to support the annual recharge. The data supplied includes numbers of calls/visits (including repeat calls) and transaction times. The increase in the number of contacts over the past year (28%) has seriously affected service	The analysis has been provided to the Client Services and has been used to explore the reasons for the increase in contacts. 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	Head of Customer Services and Heads of Service in client services

Recommendation	Response	Commentary	Progress so far	Ownership
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.		levels to customers and has led to a review of the reasons for the increasing contact levels.	experience of it.	

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SCRUTINY REVIEW OF CUSTOMER SERVICES



MARCH 2006



INVESTOR IN PEOPLE



2005-2006
Getting Closer to Communities

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Appendix 2	Customer Services Performance Indicators
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Appendix 5	OPM Mystery Shopping Methodology
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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 satisfie d	Satisfie d	Not satisfied nor dissatisfied	Dissatisfi ed	Very dissatisfi ed	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 Customers 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 Client 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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Call Centre Recovery Action Plan Update – June 2006 – The Executive 12 September 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 12 September 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 12 September 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>	Contact Centre Manager/ IT Project Manager	December 2006 tbc.	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.

Call Centre Recovery Action Plan Update – June 2006 – The Executive 12 September 2006 – Appendix 3

Description of issue	Action to be taken	Owner	Deadline	Progress
(productivity) • 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 12 September 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 12 September 2006 – Appendix 3

Description of issue	Action to be taken	Owner	Deadline	Progress
	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.	Contact Centre Manager	June 2006	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.
	Improve feedback to staff from quality monitoring to improve effectiveness and efficiency of call handling.	Contact Centre Manager	June 2006	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.

Call Centre Recovery Action Plan Update – June 2006 – The Executive 12 September 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 12 September 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



Agenda item:

The Executive**On****12 September 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. Bruce Castle will be applying shortly for accreditation under the scheme.

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 Audit Commission; 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.

Update

In a recent MLA press release dated the 16th of August, the culture service assessment for councils for 2006 includes a performance indicator based on the levels of museums' accreditation

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.

Acquisition and Disposal Policy 2006 - 2011

Bruce Castle Museum (Haringey Libraries, Archives & Museum Service)

Governing Body: Haringey Council

Date approved by governing body: tbc

Date at which policy due for review: 2011

Purpose

This policy complies with the requirements of the Museum Accreditation Scheme, managed by the Museums, Libraries and Archives Council (MLA).

This policy is based on the Museums Association's *Code of Ethics for Museums: ethical principles for all who work for, or govern museums, in the UK* (Museums Association, 2002).

The policy clarifies the scope of collections and priorities for future collecting. It ensures that material is accepted according to recognised strategy and procedures, and serves as a reference document to guide curatorial decisions.

It is hoped the policy will encourage public confidence in Bruce Castle Museum as a suitable repository for collections relating to Haringey and its people.

1. Description of existing collections, including the subjects or themes for collecting

1.1 Bruce Castle Museum's collections cover most aspects of local history for the area comprising the London borough of Haringey, and date from prehistory to the present day. The scope of the collections covers social and working histories, fine and decorative arts, archaeology, photographic collections and oral history. Of particular note are our special collections, which include the following subjects:

- Bruce Castle history
- Sir Rowland Hill
- Alexandra Palace
- The Prince of Wales Hospital
- Early photography of George Shadbolt
- Beatrice Offor Paintings
- W Heath Robinson Drawings
- George Kenner First World War Paintings

1.2 The strengths of the collections overall are:

- Local photographs – approximately 31,000 photographs, mainly of local interest

- Postal history collection – a large collection of c.30,000 items, including the 8,000 items on loan (the Morten collection). Of national importance
 - Social history – approximately 4,000 objects of local interest ranging from domestic artefacts to sporting memorabilia
 - Fine art – approximately 1,600 works, including oil paintings, watercolours, prints, and drawings. Mainly of local interest
 - Costume and textiles – approximately 1,000 items of local interest, including a comprehensive Victorian women's collection.
- 1.3 There are smaller collections of applied art, archaeology and geology. The archaeological and geological material is of local interest but little of the material has detailed provenance.

2. Criteria governing future collecting policy, including the subjects or themes for collecting

- 2.1 Bruce Castle Museum's future collecting policy will be responsive to the needs of the Business Plan for Haringey Libraries, Archives & Museum Service. Our collecting activities will identify perceived gaps and strengths in the existing collections and address community-defined priorities. To give direction to collecting and to ensure the use of newly acquired material, the collecting policy will draw on Bruce Castle Museum's mission statement and aims, as follows:

- **Mission Statement**
Bruce Castle Museum will work with local people and other partners to collect, record and care for Haringey's unique cultural heritage and to promote the understanding and enjoyment of that heritage through access and education for all:
- **Key aims**
 1. To acquire cultural material of relevance to Haringey's past, present and future.
 2. To manage the collections and the museum to relevant local, regional and national standards.
 3. To make accessible the building, collections and associated information by means of exhibitions, publications, events, education and outreach work.
 4. To be relevant, responsive and accessible to all members of the community.
 5. To care for Bruce Castle Museum and to develop it further as a valued community resource.
 6. To contribute to the quality of life of Haringey's residents including a contribution to the regeneration of the Tottenham area.

- 2.2 It is anticipated that the following collecting themes will be prioritised:
- Oral history testimony, photographs and film (videos and DVDs) relating to Haringey in the latter part of the 20th century onwards.
 - Artefacts, archives, oral history testimony, photographs and film (videos and DVDs) representing the experiences of our diverse communities in Haringey, especially black and ethnic minority populations, past and present.
- 2.3 The following collections will not be added to, except where the material makes a dramatic difference to the coherence of the existing collection:
- geological and biological material;
 - postal history material;
 - archaeological material (with the exception of casual or chance finds in the Haringey area; Archaeological archives from development controlled excavations will be stored at the London Archaeological Archive Research Centre [LAARC] at the Museum of London. Arrangements are in place for Bruce Castle Museum to borrow any archaeological material connected with Haringey, to ensure our local communities can benefit and have access to relevant finds);
 - general social history material, fine and applied art and costume without a very strong association with Haringey and unless it meets the criteria outlined in 2.2 above.

3. Period of time and/or geographical area to which collecting relates

- 3.1 The collection contains material from the Palaeolithic period to the present day, with a strong concentration of material covering the period 1850 to 1950.
- 3.2 The primary collecting area is defined by the present administrative boundaries of the London borough of Haringey (which covers the predecessor authorities for Tottenham, Wood Green and Hornsey). Material collected should have a very strong and special connection with Haringey. For example, an object may have been made and/or used in the borough, or made or used by a Haringey person. Reference will always be made to the collecting policies of other relevant museums (see Section 5 below).

4. Limitations on collecting

- 4.1 Bruce Castle Museum recognises its responsibility, in acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Accreditation Standard. It will take into account limitations on collecting

imposed by such factors as inadequate staffing, storage and care of collection arrangements.

5. Collecting policies of other museums

- 5.1 Bruce Castle Museum will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialisms, in order to avoid unnecessary duplication and waste of resources.
- 5.2 Specific reference is made to the following museums:
- **For possible subject overlap** – The British Postal Museum & Archive - The Postal Heritage Trust (for postal history material); Museum of London (for archaeological and social history material); National Army Museum (for Middlesex Regiment collections).
 - **For possible subject or geographic overlap with neighbouring boroughs**- Forty Hall, Enfield; Hackney Museum; Vestry House Museum, Waltham Forest; Church Farmhouse Museum, Barnet; Islington Museum.

6. Policy review procedure

- 6.1 The Bruce Castle Museum (Haringey Council) Acquisition and Disposal Policy will be published and reviewed from time to time, at least once every five years. The date when the policy is next due for review is noted above.
- 6.2 MLA London (the Regional Agency) will be notified of any changes to the Acquisition and Disposal Policy, and the implications of any such changes for the future of existing collections.

7. Acquisitions not covered by the policy

- 7.1 Acquisitions outside the current stated policy will only be made in very exceptional circumstances, and then only after proper consideration by Haringey Council, as the governing body of Bruce Castle Museum itself, having regard to the interests of other museums.

8. Acquisition procedures

- 8.1 Bruce Castle Museum will exercise due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless Haringey Council (the governing body) or a responsible officer is satisfied that Bruce Castle Museum can acquire a valid title to the item in question.

- 8.2 In particular, Bruce Castle Museum will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).
- 8.3 In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, Bruce Castle Museum will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by DCMS in 2005.
- 8.4 So far as biological and geological material is concerned, Bruce Castle Museum will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.
- 8.5 Bruce Castle Museum will not acquire archaeological antiquities (including excavated ceramics) in any case where Haringey Council (the governing body) or a responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures, such as reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible treasure as defined by the Treasure Act 1996 (in England, Northern Ireland and Wales) or reporting finds through the Treasure Trove procedure (in Scotland).
- 8.6 Any exceptions to the above clauses 8.1, 8.2, 8.3, or 8.5 will only be because Bruce Castle Museum is either:
- acting as an externally approved repository of last resort for material of local (UK) origin; or
 - acquiring an item of minor importance that lacks secure ownership history but in the best judgement of experts in the field concerned has not been illicitly traded; or
 - acting with the permission of authorities with the requisite jurisdiction in the country of origin; or
 - in possession of reliable documentary evidence that the item was exported from its country of origin before 1970.

In these cases Bruce Castle Museum will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority.

- 8.7 Bequests and gifts shall only be accepted on the basis that any conditions are approved by Haringey Council, and in all cases reference will be made to the limitations on collecting as specified in the policy. Haringey Council as the governing body shall reserve the right to refuse any offer of material.
- 8.8 Haringey Council will not normally accept material on loan unless for the purposes of temporary exhibition or copying, or where the item is of exceptional interest to the museum. Any loan will be agreed in writing by the lender and the museum, including allocation of responsibilities for insurance and transport arrangements and shall be for a specified fixed-term only, renewable in writing. The use of term 'permanent loan' shall be avoided and items will not be accepted on this basis.
- 8.9 Due to the nature of the museum's activities, the museum may occasionally acquire certain items that are not intended to be retained for the permanent collections. These items may be used as educational or school handling collections.
- 8.10 In the case of such material, documentation will clearly show the intended use of the object and donors will be made aware of this possibility at the time of entry and informed as soon as a decision has been made regarding the material. These objects will be recorded separately outside the main accession record and shall not be treated as part of the permanent collection since their intended use implies that preservation cannot be guaranteed.

9. Spoliation

- 9.1 Bruce Castle Museum will use the statement of principles 'Spoliation of Works of Art during the Nazi, Holocaust and World War II period', issued for non-national museums in 1999 by the Museums and Galleries Commission.

10. Repatriation and Restitution

- 10.1 The museum's governing body, acting on the advice of the museum's professional staff, if any, may take a decision to return human remains, objects or specimens to a country or people of origin. The museum will take such decisions on a case-by-case basis, within its legal position and taking into account all ethical implications.

11. Management of archives

- 11.1 As the museum holds archives, including photographs and printed ephemera, Haringey Council (as its governing body) will be guided by the

Code of Practice on Archives for Museums and Galleries in the United Kingdom (3rd ed., 2002). It is recognised that Haringey Archives Service is the appropriate recipient of written records for the borough.

12. Disposal procedures

- 12.1 By definition, the museum has a long-term purpose and should possess (or intend to acquire) permanent collections in relation to its stated objectives. Haringey Council, the governing body, accepts the principle that, except for sound curatorial reasons, there is a strong presumption against the disposal of any items in Bruce Castle Museum's collection.
- 12.2 Bruce Castle Museum will establish that it is legally free to dispose of an item. Any decision to dispose of material from the collections will be taken only after due consideration (and, if appropriate, legal advice will be sought).
- 12.3 When disposal of a museum object is being considered, the museum will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant.
- 12.4 Decisions to dispose of items will not be made with the principal aim of generating funds.
- 12.5 Any monies received by Haringey Council, as the museum's governing body, from the disposal of items will be applied for the benefit of the collections. This normally means the purchase of further acquisitions but in exceptional cases improvements relating to the care of collections may be justifiable. Advice on these cases will be sought from Museums, Libraries and Archives Council (MLA).
- 12.6 A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections; or in the case of an item posing an unavoidable health and safety risk or unavoidable serious conservation threat to other items in the collection; or in the case of an item being a duplicate of another item in the collection and surplus to the research potential of the collections, and is unsuitable for use in the handling collections; or if an item would receive more appropriate levels of care, security or access in another accredited museum or similarly approved institution), will be the responsibility of Haringey Council, as the governing body of the museum, acting on the advice of professional curatorial staff and not solely of the curator of the collection acting alone.
- 12.7 Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain, unless it is to be destroyed. It will therefore be offered in the first instance, by gift,

exchange or sale, directly to other Accredited Museums likely to be interested in its acquisition.

- 12.8 If the material is not acquired by any Accredited Museum to which it was offered directly, then the museum community at large will be advised of the intention to dispose of the material, normally through an announcement in the Museums Association's *Museums Journal*, and in other professional journals where appropriate.
- 12.9 The announcement will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations.
- 12.10 Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with SPECTRUM Procedure on de-accession and disposal.

Bruce Castle Museum's Acquisition and Disposal Policy 2006-2011 replaces previous versions: 2001-2006; 1997-2000; 1993-1994.



Agenda item:

Executive**12 September 2006**Report Title: **The Ethical Governance Audit Report and Action Plan**

Forward Plan reference number (if applicable): N/A

Report of: **Head of Legal Services and Monitoring Officer.**Wards(s) affected: **All**Report for: **Non – Key Decision****1. Purpose**

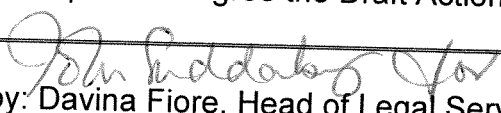
1.1 To inform the Executive of the outcome of the Ethical Governance Audit carried out by the Audit Commission. The final audit report and a draft action plan for agreement is attached.

2. Introduction by the Leader of the Council

2.1 I am pleased that the Audit commission has confirmed that the Council has made progress in our Ethical Governance arrangements over the last two years. However, to ensure that the community we serve as Members, and officers, have trust and confidence in what we do and our reasons for doing so, we have to ensure that standards continue to improve and that the Council's processes are as transparent as possible. The Audit Commission in it's report has made a number of helpful suggestions to assist us in achieving this and I recommend the Council's response as set out in the Action Plan (appendix 2) to the Executive for adoption.

3. Recommendations

3.1 To note the Audit Report and agree the Draft Action Plan.

Report Authorised by:  Davina Fiore, Head of Legal Services and Monitoring Officer.

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4. Executive Summary

- 4.1 The Audit Commission carried out an Ethical Governance Audit in February 2006. The draft report was received in the pre-election Purdah period and it was not possible to report it and agree the action plan at that time, although the report and its recommendations were referred to in the member training on Ethical Governance.
- 4.2 The report concluded that there have been significant improvements in the Council's arrangements for promoting Ethical Governance over the last 2 years. The recommendations are a continuation of work already underway. Members will be interested to read the report as particular areas are highlighted for attention.

5. Local Government (Access to Information) Act 1985

- 5.1 Audit Commission Ethical Governance Report for Haringey Council.

Setting High Ethical Standards - Local Government Diagnostic Report

London Borough of Haringey

Audit 2004/2005

External audit is an essential element in the process of accountability for public money and makes an important contribution to the stewardship of public resources and the corporate governance of public services.

Audit in the public sector is underpinned by three fundamental principles.

- Auditors are appointed independently from the bodies being audited.
- The scope of auditors' work is extended to cover not only the audit of financial statements but also value for money and the conduct of public business.
- Auditors may report aspects of their work widely to the public and other key stakeholders.

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Introduction and background

- 1 There is an increased emphasis on the need for the highest standards of conduct in public life. The findings of Nolan and Graham Committees, the Local Government Act 2000, the introduction of the Standards Board for England (TSBE), and the inclusion of an ethics component in the Comprehensive Assessment (CA) 2005 are all factors in the current weight being given to the need for strong ethical governance in local councils.
- 2 High ethical standards are the cornerstone of good governance. They are an integral part of good corporate governance arrangements, can lead to increased confidence in local democracy, and help an authority attain a high CA rating.
- 3 Setting high ethical standards is an important building block for councils in developing their community leadership role and improving services to the community. Councils are also becoming involved in increasingly complex partnerships and a decline in high standards may adversely affect these arrangements.
- 4 Local authorities and individual members now face a number of risks which may include:
 - referral to, and investigation by, the Standards Board for England for alleged breaches of the code of conduct, sometimes leading to the disqualification of members;
 - loss of confidence in individual members, councils and local democracy; and
 - poor decision-making.
- 5 Ethical governance is an area of great interest to the national and local press, particularly when things go wrong. On average one councillor a week is removed from office because of breaches of the code of conduct ranging from bullying behaviour, misuse of council resources, bringing the Council into disrepute and using their position as a councillor for personal gain. Other sanctions have included formal censure, and suspension from using council facilities. When things go wrong and councillors are found guilty of a breach of the code of conduct, there is a risk to the reputation of individuals and the Council. The consequent difficulties of having to implement widespread changes whilst under the spotlight cannot be overestimated.
- 6 One of the common aspects of governance failures is not the absence of frameworks, controls and arrangements but the absence of appropriate behaviours and values amongst members and officers. This audit therefore looks at the Council's compliance with statutory requirements as well as behaviour, culture and values. It was conducted during the period that the officer structure was under the management of an Interim Chief Executive pending arrival of the new permanent Chief Executive in March 2006.

Scope and objectives

- 7 The aim of this work was to help assess how well the Council:
- is complying with part III of the Local Government Act 2000; and
 - is ensuring that the Standards Committee has access to the right information and support to enable it to do its job properly.
- And whether:
- members and officers have an understanding and awareness of ethical issues;
 - members are abiding by the code of conduct; and
 - members and officers have training needs in this area.
- 8 The work was aimed predominantly at members.

Audit approach

- 9 To complete the audit we undertook:
- a document review;
 - interviews with key members and officers;
 - focus groups with a range of officers and members; and
 - an online survey of members and key officers.
- 10 The online survey was sent to the 57 elected members of the Council plus 130 officers (first to third tier) and 30 committee services staff, a total of 160 staff.
- 11 Members and officers were given just over two weeks to complete the survey. We had a 91 per cent return from officers, a 51 per cent return from members and an 80 per cent return overall.
- 12 The online survey is a national questionnaire. It has been available since the summer 2005. So far, 20 councils have used the tool and we have had over 1,000 responses from members and officers.

Main conclusions

- 13 There have been significant improvements in the Council's arrangements for promoting high ethical standards over the last two years. This is reflected in the low number of case referrals from TSBE and much improved member/officer relationships.
- 14 Officers consider the Leader of the Council and Interim Chief Executive to be positive role models and proactive in promoting the importance of the ethical agenda. Members generally share this view but the survey results are less positive than recorded in other authorities completing the survey. The Monitoring Officer is highly respected.

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- 15 The Leader of the Council, Interim Chief Executive and senior officers see strong ethical governance as a key component driving the improvement of the Council, and this is reflected in the recent work to revisit the Council's values and incorporate them within the updated competency framework. In addition, the Interim Chief Executive has brought focus to the member/officer relationship, particularly with regard to respective responsibilities and the boundary lines between them and this has facilitated the improved member/officer relationships.
- 16 The Council's standards committee is independent. Although it does not have a high profile in the Council, its handling of determinations together with associated publicity following TSBE referrals, has resulted in considerably heightened awareness of members for the need to demonstrate high ethical standards. Members and officers are well-prepared for local investigations and determinations and a forward plan of work for the standards committee will be agreed following the local elections in May 2006.
- 17 The code of conduct is understood by members and a range of training sessions is provided on ethical issues although more could be done to encourage 'buy in' from members. Evidence from interviews also suggests that more needs to be done to ensure compliance particularly in terms of registering and declaring personal and prejudicial interests. There is good awareness of and sign up to the officer code of conduct.
- 18 The Council recognises that it needs to develop further its work on governance of complex partnerships and has recently initiated a review of member and officer representation on outside community bodies, trusts and partnerships. Greater clarity on declaration of interests is required, particularly for members appointed to serve on an outside body or the board of a company on behalf of the Council (where their responsibility will be to the company), and, for example, in respect of executive member involvement in partnerships beneath the executive board level. In addition, the lack of a model code of conduct for partnerships means that members and officers representing the different agencies serving on multi-agency partnerships will be required to disclose different information.
- 19 Members and officers mostly work well together. Lead member involvement in operational issues is reducing as a result of greater clarification of roles and responsibilities. However, there are still some issues resulting from the lack of clarity on the extent to which executive members should be involved in partnership activity beneath executive board level as detailed above. Member trust in officers is growing together with their confidence in the ability of the Council to deliver effectively for the community.

The standards committee

- 20 The London Borough of Haringey's standards committee meets statutory requirements and was established before the statutory deadline.

- 21 There are four independent members on the standards committee with the remaining eight members reflecting the political make up of the Council. Appointment of independent members followed council recruitment procedures and legislative provisions which is good practice. Recruitment material clearly specifies circumstances preventing appointment.
- 22 The standards committee operates independently of the Council and is chaired by one of the independent members. Independent members are respected for their impartiality. From May 2006 there will be rolling replacement of independent members to ensure there is a degree of continuity.
- 23 Haringey's standards committee does not have a high profile within the Council. Despite this, its handling of determinations following TSBE referrals has resulted in considerably heightened awareness of members for the need to demonstrate high ethical standards. A forward plan of work will be agreed following the local elections.
- 24 The standards committee terms of reference comply with statutory requirements. Its work is focused on raising member awareness of the need for high ethical standards (including associated training provision), issues relating to members' conduct and compliance with the duty to register interests and declare gifts and hospitality, as well as investigation and determination of cases referred back from TSBE. Ethical oversight functions relating to the Member/Officer Protocol, complaints procedures and audit were removed from its terms of reference in January 2005 to avoid duplication with the remit of the General Purposes, Audit and Scrutiny Committees. Review of the Council's constitution, its codes and protocols, procurement procedures, relations with outside bodies, and monitoring of whistle-blowing also fall under the remit of the General Purposes, Audit and other Committees/bodies. Each committee has a work programme and links are made through officers and members referring. In addition, the Chief Executive's Management Board sees all committee agendas and reports to ensure the necessary links are made to move forward the ethical agenda corporately.
- 25 The Council has a well-developed and easily accessible corporate governance website ('Council and democracy'). Standards committee papers are available electronically but reality checks revealed there has been some delay in transferring the minutes of meetings on to the Council's website.
- 26 Although the importance of high ethical standards is being communicated to members and staff, there is less clarity with regard to information for local communities. Although the public is likely to be aware of the consequences of breaches of the members' code of conduct as a result of publicity following local determinations, the code itself has not been widely publicised to increase awareness of the standards local people should expect from elected members. This could be done through the Council's newspaper, Haringey People, and/or by providing an explicit link to the code on the Council's website (see also paragraph 29).

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- 27 The standards committee considers the status of all existing complaints and conduct issues at each quarterly meeting. In addition, it undertakes an annual review of standards of conduct in the Council which is presented to the Council by the independent chair. Its limited range of activity does not allow a report on the full range of ethical issues facing the Council to be presented.

Recommendations	
<i>R1</i>	<i>Publicise the member code of conduct so that local people are made aware of the standards they should expect from their elected members.</i>
<i>R2</i>	<i>The standards committee to consider producing an annual report on the ethical issues that have faced the Council and work being done to maintain and improve high standards of behaviour across the Council.</i>

Code of conduct

- 28 Haringey Council adopted a local member code of conduct in April 2002. The code complies with statutory requirements and has been signed by all elected and co-opted members. The code, together with the member/officer protocol, provides clear guidance on member behaviour.
- 29 The code of conduct is available for inspection at key council offices, including the Civic Centre, River Park House and libraries. It can also be found on the Council's website but is not easily accessible as the lack of a direct link means that it can only be viewed by opening the Council Constitution. The website has recently been updated to include details as to how local people can raise concerns over the conduct of members. This also includes a direct link to TSBE.
- 30 Officers and members generally work well together to achieve the Council's common goals. Lead member involvement in operational issues is reducing with greater clarification of roles and responsibilities (see also paragraphs 58 to 59) but there are still some issues resulting from the lack of clarity on the extent to which executive members should be involved in partnership activity beneath executive board level. Mutual respect and trust is developing and the relationship is growing as confidence in the organisation improves. Officers feel safe to challenge unacceptable member behaviour. Most officers and members feel certain that confidences will be kept in the Council.
- 31 Although relationships have much improved there is a view that there are still a small minority of members and senior officers who, on occasions, do not meet the high standards expected. This could potentially bring the position of members, officers and the Council into disrepute and these issues need to be addressed by the top leadership and management of the organisation as a matter of urgency. Even so, there have been a low number of referrals to TSBE and there is only one case currently under investigation. Some minority party members consider that some services are unresponsive to their questions, for example, social services and libraries.

- 32 There is some anecdotal evidence of members misusing their position to bypass procedures to secure ward based improvements to further their position in the local community. Although this is considered to be at a relatively low level, the Council must ensure that due processes are followed at all times.
- 33 Tensions between the two political groups are obviously higher in the run up to the local elections. Accepting that political debate is likely to be even more robust and vociferous than usual, standards should still be maintained to ensure that derogatory personal comments are not made by leading members as was observed during a review of the webcast of the Council meeting held on 6 February 2006. This does not set a good example to local people and diminishes respect and confidence in local democratic processes.
- 34 There is good awareness of and sign up to the officer code of conduct. The officer code of conduct is not widely available to the public and the Council's website makes no reference as to what the public should do if they have an issue relating to conduct of senior officers, except that there is a separate procedure for dealing with this.

Recommendations
<i>R3 Publicise the officer code of conduct so that local people are made aware of the standards they should expect from senior council officers.</i>
<i>R4 Ensure that the process for reporting concerns about senior officer conduct is made clear in printed material and on the Council's website.</i>
<i>R5 Ensure that the highest standards of behaviour are maintained by members at all times.</i>

Partnership working

- 35 The Council recognises that it needs to further develop its work on governance of complex partnerships and has recently initiated a review of member and officer representation on community bodies, trusts and partnerships which will be concluded following the local elections.
- 36 Greater clarity on declaration of interests is required particularly for members appointed to serve on an outside body or the board of a company on behalf of the Council (where their responsibility will be to the company), and, for example, in respect of executive member involvement in partnerships beneath executive board level. The lack of a model code of conduct for partnerships means that members and officers representing different agencies on multi-agency partnerships will be working to their own organisation's code of conduct with different disclosure requirements. Council members have been advised to adhere to the Council's code of conduct.

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Recommendations

R6 Devise and agree a model code of conduct for elected members and officers that can be applied and tailored for individual partnerships.

R7 Review the role of Executive members on partnerships, particularly at sub-board level to ensure that there is a clear distinction between member and officer roles. Ensure that policy and decision making are separated from operational activities and management, and that the potential for conflicts of interest are minimised.

Promoting diversity and meeting the needs of the community

- 37 The leader of the Council leads on both the ethical agenda (see paragraphs 56 to 59) and the Council's equality and diversity agenda demonstrating the commitment of the administration to these issues. Council membership reflects the diversity of the local community.
- 38 The general principles of the member code of conduct explicitly state that members should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. The Council's Equal Opportunities Policy also clearly states Executive responsibility for overall control and direction of the policy (including employment policy), lead member responsibility for delivery of services in keeping with the policy, and Scrutiny panel responsibilities in terms of monitoring the action plan. However, it does not specifically refer to the members Code of Conduct and what arrangements are in place for ensuring that all members demonstrate commitment to the Council's Equal Opportunities Policy.
- 39 There is an agreed programme of equality impact assessments for policy development areas. Impact assessments are being amended to incorporate the six key strands of equalities. All reports include a section for Equalities and diversity comments/implications and so members always receive advice on this aspect.
- 40 There are also no express links/references made between the member code and the Human Rights Act and Freedom of Information legislation. However, members receive training on these matters and the code clearly provides that members must not prevent others from obtaining information they are entitled to by law. All committee reports include a section for the Head of Legal Services' comments and human rights issues are dealt with in that section where relevant.

- 41 There is a keen awareness of diversity issues by members and this is reflected in challenges made to senior officers, for example:
- on the sports and physical activity strategy, members said that football is gender biased so challenged how girls are being engaged or how female participation in physical activities is being encouraged and how the right balance would be struck; and
 - Streetscene manual – members were concerned about mobility and access so these issues were brought to the fore.
- 42 The Council's Trade Local Project is helping local businesses to become fit to compete in order to support regeneration priorities. The Council also reviews contract bundles to take into account what small and medium sized enterprises can bid for recognising the tension between this and delivering best value.

Recommendation

R8 Integrate fully the members' code of conduct with the Council's Equal Opportunities Policy statement and make clear the responsibilities of members in this area.

Training and information

- 43 There is a range of guidance material and training organised for members on ethical issues starting with the issue of the member briefing packs. The Monitoring Officer has led a wide variety of training for members at regular intervals since 2002 including sessions on the Human Rights Act, Freedom of Information Act, Data Protection Act, and Race Relations Amendment Act but there have been varying levels of attendance. Training to make planning and licensing decisions is mandatory, but there is currently no compulsion for members to attend other training courses. Although attendance at ethical standards training is monitored by officers with details fed back to both political groups and included within the annual report of the standards committee, there is more that could be done by both groups to encourage greater member participation in training events. This could be driven by the member learning and development working group to ensure that training programmes are tailored to the development needs of members, requiring compulsory attendance where appropriate.
- 44 The Council is in the process of training prospective members on ethical standards and the code of conduct they will be expected to sign up to. This is notable practice. A comprehensive induction programme for new members elected in May 2006 will immediately follow the elections. Discussions are also underway between the Leader, Interim Chief Executive and Monitoring Officer to develop further job descriptions and introduce appraisals for members after the elections.
- 45 Officers receive regular and clear information and guidance on the officer code of conduct through newsletters, training (including induction), briefings and staff meetings.

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- 46 There are now joint officer/member activities, for example, events involving the Executive and Chief Executive's management board, to understand better member/officer roles and responsibilities and how officers can provide advice (see also paragraphs 57 to 59). This information is cascaded to staff by senior managers on the Council's Leadership Programme.

Recommendation

R9 The member learning and development working group continues to be used to establish the development needs of members, ensure that training programmes are tailored accordingly, and that individual member development needs are met.

Local investigations

- 47 The standards committee has adopted its own local procedure and decided on the composition of sub-committees for hearings. Of the two standards hearings to date, one was referred back after a SBE investigation with the other referred to the Council to investigate. Procedures have been revised as a result of these cases.
- 48 Comprehensive advice and training on determinations is provided to standards committee members by the Monitoring Officer. This has included the use of a mock hearing which has greatly assisted standards committee members to handle the two cases. To address LGA 2004, the monitoring officer retains the impartial advisory role to the standards committee and has delegated responsibility for carrying out the investigation aspect.

Register of interests and declaration of interests in practice

- 49 The register of interests meets statutory requirements extending to all councillors and independent members. The definitive hard copy of the register is available for inspection at the Civic Centre and the public can easily access the online version through the Council's website although this is not a definitive version. The website clearly states that members have been given the option either to exclude details of property owned to protect personal privacy, or opt out of being included in the online register.
- 50 There is a standing item on all committee/council agendas prompting members to declare personal and prejudicial interests. The definitions of both are also included on the agenda as a constant reminder to members. Declarations are recorded in the minutes. There is no proven evidence of recent cases of members not declaring their personal or prejudicial interests appropriately although some evidence from interviews suggests that this may not be the case.
- 51 Guidance is provided to members by the Monitoring Officer by way of briefings and circulars and individual advice is also readily given to members when they are unclear about their own personal and prejudicial interests.

- 52 The Council has a clear dispensation procedure to allow members to take part in meetings in certain circumstances when they may have a prejudicial interest. This is stated in Standing Orders, and has been passed through the standards committee and circulated to members.
- 53 The register of gifts and hospitality is regularly updated. It is easily accessible via the Council website and the hard copy version is available for inspection at the Civic Centre. The standards committee monitors the register annually and the monitoring officer reports on the register regularly to the standards committee.

The Monitoring Officer

- 54 The Monitoring Officer is effective and well-respected within the Council and has been a key driver of the ethical agenda and compliance with the code of conduct. She is considered to be highly accessible to both members and officers. She carries out training and briefings for members, and, together with her deputy, is readily available to provide timely, clear advice. The Monitoring Officer has representatives at significant committee meetings to assist and advise.
- 55 The Monitoring Officer effectively supports the standards committee. Either she or her deputy attend all meetings and advise personally. Regular briefings, training sessions and reports are provided for the standards committee, for example on the changes to the legal framework and procedures for determination of hearings.

The Leader of the Council and Interim Chief Executive

- 56 Officers consider the Leader of the Council and Interim Chief Executive to be positive role models and proactive in promoting the importance of the ethical agenda. Members generally share this view but the survey results are less positive than in other authorities completing the survey.
- 57 The Leader has been key in ensuring Executive members take responsibility and ownership of portfolio areas to enhance their community leadership role and remove any scope for officers leading. Part of this process has been to ensure that all Executive members write the report summary to encourage ownership and state how proposals/decisions fit with manifesto goals. This has been reinforced by the Interim Chief Executive's work to clarify roles and responsibilities as detailed below.

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- 58 The Interim Chief Executive has actively promoted awareness and discussion of ethical issues among both Members and officers. He has brought focus to the member/officer relationship, particularly with regard to respective responsibilities and the boundary lines between them and clarity regarding access to information. The leadership programme for senior staff has been used to reinforce understanding of the political organisation and political expectations. There has also been joint training with members. In addition, both the Interim Chief Executive and the Leader play a key role in staff induction sessions by explaining the need for collaborative working and raising awareness of political and operational leadership and how it works.
- 59 The leader of the Council, Interim Chief Executive and senior officers see strong ethical governance as a key component driving the improvement of the Council, and this is reflecting in the recent work to revisit the Council's values, and incorporate them within the updated competency framework.

Practice, procedures, constitution and systems

- 60 The Constitution is a 'living' document and is subject to regular officer review with proposals for amendment at most Council meetings submitted via the General Purposes Committee. This includes updates on ethical aspects. For example, the local licensing procedure rules contain detailed guidance and rules on Members' interests and other ethical issues such as how to deal with lobbying. This also applies to the protocols in the Council's Constitution for Members hearing Planning Applications.
- 61 The Council's access to information policy is detailed in the Council's Constitution and available to Members, officers and the public on the Council's website, at the Civic Centre and in libraries. Information on the Council's Data Protection and Freedom of Information policies is also available on the Council's website and at Customer Service Centres. The monitoring officer has run specific training courses for members to clarify the rules governing access to information. The survey reveals that a significantly higher proportion of Haringey members have received this training than members in other authorities who have conducted the survey.
- 62 The protocol on member/officer relations is clearly set out in the Council constitution giving guidance on respective roles and expectations, and on their relationship with each other. It also gives guidance on what to do when things go wrong, for example when relationships breakdown or become strained including formal complaints processes. This code underpins both the Members and Officers respective codes of conduct and provides the framework against which the recent efforts have been made to clarify roles and responsibilities.
- 63 There are protocols on members' use of Council email and internet facilities but no specific protocols for photocopying or use of stationery, postage and premises. However, on induction of new members, it is explained that they can only use Council facilities for purposes reasonably connected with discharge of Council functions or the member's Council office.

- 64 There are specific anti-bullying and whistleblowing policies. These are detailed in the 'Employee Folder' circulated to all officers and on the Council's intranet. The whistle blowing policy is talked about in staff updates and team briefings and there have been discussions at senior management team to reinforce messages. There have been a number of whistle blowing cases which have all been followed up using internal audit to investigate. Officers are comfortable with the process and knowledge of it is widespread. However, member awareness needs to be raised.

Recommendation

<i>R10 Agree and implement a protocol for members' use of photocopying facilities, stationery, postage and premises.</i>
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Promoting confidence in local democracy

- 65 The Council is actively promoting confidence in local democracy through a number of initiatives. However, progress in this has been affected by the weaknesses in the management of the Tech Refresh project which led to a considerable overspend. The Council has recognised that improvements are needed to demonstrate that openness, transparency and accountability are fundamental elements of the Council's operation and is taking action on recommendations made by external audit. These were reported to the Executive on 21 February 2006.
- 66 The Council has made considerable progress on e-democracy. The Council website contains a substantial amount of accessible information about Council functions and the activities of members together with their contact details for surgeries, committees they serve on and outside bodies they have been appointed to. There are links to the Council's customer 'Feedback' scheme to help resolve complaints. Key meetings are now web cast to increase their accessibility to the public. These include full council, the Executive, and both Planning and Licensing panels. Both the forward plan, detailing all major decisions to be taken, and records of decisions made, including delegated decisions are now accessible via the Council's website. There is further work to be undertaken to ensure that the new Agenda management system goes live in March 2006. This will link in with the forward plan and track the path to key decisions. E-voting at council meetings has yet to be evaluated.

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- 67 A number of initiatives are geared towards increasing transparency and openness of, and public involvement in decision making. These include: no member being allowed to sit on a licensing panel to hear applications relating to her/his ward; the Leader of the Council and Interim Chief Executive experimenting by putting more information into the public domain; greater involvement of housing tenants in service improvement planning, for example, by involving them in procuring services to meet the decent homes standard; area assemblies being given a £50,000 'Making a difference' budget allocation for residents to decide how the money is spent on local issues; and, revision of Contract standing orders accompanied by provision of good professional procurement advice to guide officers through the process to ensure compliance.
- 68 However, some back bench members feel that they are inadequately consulted on decisions concerning their wards. This means that they do not always consider decisions to be fully transparent.
- 69 There are also a range of initiatives aimed at improving public accessibility of members. These include: the Leader's monthly Forum which allows local people to question him directly about any local issue; use of member liaison meetings, for example, the Green Lanes strategy group to bring members and officers together with residents to tackle longstanding issues; and scrutiny meetings being held in accessible buildings around the borough.

Learning

- 70 Benchmarking activities are informing service development. For example, benchmarking through the London Democratic Services Forum has led to the Council considering introduction of member appraisals following the May 2006 elections (see also paragraph 43). Learning from IDeA has informed the Council's work on improving access to democracy through website developments, and other authorities have been visited to evaluate agenda management systems. The Council is also fortunate to have one of the councillors on the adjudication panel for TSBE.

The way forward

- 71 We would like to thank both members and officers for all their interest in this work, for their time and perspectives and for all the supporting information they provided for this review.
- 72 Appendix 2 sets out the action plan and recommendations made within this report. This has been agreed with the Chief Executive and the Head of Legal Services.

Appendix 1 – Members and officers who contributed to the diagnostic

Survey sent to all members and first to third tier officers.

Members and officers interviewed by AC included the following.

Table 1

Individual interviews	Focus groups
Leader of the Council	Member services staff
Chief whip of the majority party	Senior managers
Majority party member on the Standards Committee	Non-executive members majority party
Leader of the minority party	Non-executive members minority party
Minority party member on the Standards Committee	
Chair of Scrutiny	
Chair of the Standards Committee	
Interim Chief Executive	
Monitoring Officer/Head of Legal Services	
Director of Finance/S151 Officer	
Directors of Children's services	
Director of Environmental Services	
Director of Housing Services	
Director of Social Services	

Appendix 2 – Action plan

Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
8	R1 Publicise the member code of conduct so that local people are made aware of the standards they should expect from their elected members.	3	Chief Executive and Head of Legal Services	Yes	The action plan and recommendations have been considered at Chief Executive's Management Board. Work on this has been delegated to the Senior Management Team. The action plan etc will then be presented to the Standards Committee on 4 September 2006 and the Executive on 12 September 2006. There have also been several ethical governance training sessions for Members at which the action plan and recommendations were discussed.	Ongoing.

Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
8	R2 The standards committee to consider producing an annual report on the ethical issues that have faced the Council and work being done to maintain and improve high standards of behaviour across the Council.	2	As above.	As above.	As above.	As above.
9	R3 Publicise the officer code of conduct so that local people are made aware of the standards they should expect from senior council officers.	3	As above.	As above.	As above.	Ongoing.
9	R4 Ensure that the process for reporting concerns about senior officer conduct is made clear in printed material and on the Council's website.	3	As above.	As above.	As above.	As above.

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Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
9	R5 Ensure that the highest standards of behaviour are maintained by members at all times.	3	As above.	As above.	As above.	As above.
10	R6 Devise and agree a model code of conduct for elected members and officers that can be applied and tailored for individual partnerships.	2	As above.	As above.	As above.	As above.
10	R7 Review the role of Executive members on partnerships, particularly at sub-board level to ensure that there is a clear distinction between member and officer roles. Ensure that policy and decision making are separated from operational activities and management, and that the potential for conflicts of interest are minimised.	3	As above.	As above.	As above.	As above.

Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
11	R8 Fully integrate the members' code of conduct with the Council's Equal Opportunities Policy statement and make clear the responsibilities of members in this area.	1	As above.	As above.	As above.	As above.
12	R9 The member learning and development working group continues to be used to establish the development needs of members, ensure that training programmes are tailored accordingly, and that individual member development needs are met.	2	As above.	As above.	As above.	As above.

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Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
15	R10 Agree a protocol for members' use of photocopying facilities, stationery, postage and premises.	1	As above.	As above.	As above.	As above.

Appendix 2 – Action plan

Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
8	R1 Publicise the member code of conduct so that local people are made aware of the standards they should expect from their elected members.	3	Yuniea Semambo, Head of Member Services & Charles Skinner, Head of Communications.		Article in Haringey People and on Haringey website.	October 2006
8	R2 The standards committee to consider producing an annual report on the ethical issues that have faced the Council and work being done to maintain and improve high standards of behaviour across the Council.	2	Davina Fiore, Monitoring Officer & Chair of Standards Committee.		The Chair of Standards Committee reports annually to Council (usually in July) on the work of the Committee. In future, this report will be expanded to include this.	July 2007

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Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
9	R3 Publicise the officer code of conduct so that local people are made aware of the standards they should expect from senior council officers.	3	Stuart Young, Head of Personnel & Charles Skinner, Head of Communications.		Cover in Haringey People and on website.	October 2006
9	R4 Ensure that the process for reporting concerns about senior officer conduct is made clear in printed material and on the Council's website.	3	Stuart Young, Head of Personnel & Ian Christie, Central Feedback Manager.		The Complaints section on the Council's website has already been amended to cover this.	October 2006
9	R5 Ensure that the highest standards of behaviour are maintained by members at all times.	3	Davina Fiore, Monitoring Officer & All Council Officers and Members		Member and officer development programme. Standards Committee annual report to Council.	Ongoing
10	R6 Devise and agree a model code of conduct for elected members and officers that can be applied and tailored for individual partnerships.	2	Davina Fiore, Monitoring Officer & Stuart Young, Head of Personnel.		Partnership and Constitution review currently underway. To ensure partnerships incorporate the relevant principles of the member and officer Codes of Conduct.	December 2006

Setting High Ethical Standards – Local Government Diagnostic Report - Appendix 2 – Action Plan

Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
10	R7 Review the role of Executive members on partnerships, particularly at sub-board level to ensure that there is a clear distinction between member and officer roles. Ensure that policy and decision making are separated from operational activities and management, and that the potential for conflicts of interest are minimised.	3	Yuniea Semambo, Head of Member Services & Davina Fiore, Monitoring Officer & Ita O'Donovan, Chief Executive.		Review currently taking place.	October 2006
11	R8 Fully integrate the members' code of conduct with the Council's Equal Opportunities Policy statement and make clear the responsibilities of members in this area.	1	Eve Pelekanos, Head of Improvement, Performance and Scrutiny.		The Council's Equal Opportunities Policy needs to be amended to achieve this.	December 2006

Setting High Ethical Standards – Local Government Diagnostic Report - Appendix 2 – Action Plan

Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
12	R9 The member learning and development working group continues to be used to establish the development needs of members, ensure that training programmes are tailored accordingly, and that individual member development needs are met.	2	Yuniea Semambo, Head of Member Services		Member induction post election has been well received and a lot of work in this area is continuing.	Ongoing
15	R10 Agree a protocol for members' use of photocopying facilities, stationery, postage and premises.	1	Yuniea Semambo, Head of Member Services		Draft in existence.	December 2006



Agenda Item

The Executive*On 12 September 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 numbers 4 -10 (2006-7) have not previously been reported.

2. Recommendations

That the report be noted.

Report authorised by: Ita O'Donovan, Chief Executive

Contact officer: Richard Burbidge

Telephone: 020 8489 2923

4. Access to information:

Local Government (Access to Information) Act 1985

4.1 Background Papers

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

Executive Member Consultation Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at 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
4.	Chief Executive	14.07.06	I.O'Donovan 13.07.06	G.Meehan 13.07.06	Appointment of Member to serve on Hornsey Town Hall Community Partnership	Approval to the appointment of Councillor Cooke to serve as Chair of the Hornsey Town Hall Community Partnership.
5.	Chief Executive	18.07.06	D.Hennings 13.07.06	K.Amin 13.07.06	Multi-Service Pilot Project Management	♦Approval to a waiver of Contract Standing Order 6.4 (Requirement to Tender) in connection with the project management of pilot projects relating to the establishment of a Groundwork Trust in Haringey. The total cost of the proposed project management contract is £127,000.
6.	Children's Service	25.07.06	S.Shoesmith 24.07.06	B.Harris 25.07.06	Fees Increase for Haringey Adult Learning Service	Approval to the increase of the upper limit of current standard fees from £2.40 per hour to £3.75 per hour with effect from 1 September 2006 as a necessary action following external funding reductions to the Haringey Adult Learning Service. Concessionary rates would be charged up to a ceiling of £1.80 per hour.
7.	Chief Executives	28.07.06	J. Holliday 21.07.06	L. Reith 21.07.06	Commissioning a Dipstick Survey	Approval to a waiver of Contract Standing Order 6.4 (Requirement to Tender) in connection with the procurement of a 'dipstick survey'.
8.	Chief Executives	15.08.06	J. Holliday 14.08.06	G. Meehan 14.08.06	Rangemoor Road, Award of Contract	♦Approval to award the contract for the demolition and construction contract services on the Rangemoor Road Industrial Estate to Cosmur Contractors at a maximum price of £571,753. The total estimated project cost including fees and services being £671,276.
9.	Social Services	21.08.06	A. Bristow 17.08.06	G.Meehan 18.08.06	Hornsey Planned Preventative Maintenance including External Repairs and Decorations	♦Approval to award the contract for Planned Preventative Maintenance works to selected properties throughout Hornsey to Mullaley & Co. Ltd. in the sum of £468,414. The total estimated cost including fees being £534,414.
10.	Social Services	23.08.06	A. Bristow 17.08.06	I.Diakides 23.08.06	North Tottenham Planned Preventative Maintenance including External Repairs and Decorations	♦Approval to award the contract for Planned Preventative Maintenance works to selected properties throughout North Tottenham to Cranegates Ltd. in the sum of £671,996. The total estimated cost including fees being £766,680.



Agenda Item

The Executive*On 12 September 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 June/July 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 July 2006

♦ denotes background papers are Exempt.

Items in **bold** denote agreed decisions over £50k

No	Date approved by ACE (Access)	Title	Decision
1.	11/07/06	Music Recording and Dance Project: Campsbourne and Sky City Estates	Agreed
2.	11/07/06	Stoneleigh Road Depot site redevelopment	Agreed
3.	12/07/06	Insourcing Programme – ‘Early Recruitment’ Services from Certes and Harvey Nash	Agreed
4.	25/07/06	Refurbishment of buildings on Tottenham High Road and Hornsey High Street	Agreed
5.	25/07/06	Master Map Implementation	Agreed
6.	27/08/06	To improve the footway and general environment from Park Lane, Northumberland Park N17 to the Tottenham Marshes in the Lee Valley Regional Park, with the aim of increasing public use of the Marshes for recreation and sport. The partner organisations (LBs of Enfield and Waltham Forest and the Park Authority) are carrying out similar work as part of the components of the overall project	Agreed
7.	27/07/06	Libraries for Health, Libraries for Life	Agreed

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ASSISTANT CHIEF EXECUTIVE OF (STRATEGY SERVICE)

Significant decisions - Delegated Action 2006/07

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	June 2006	Childcare at KIS	<p>Total value of funding for the financial year 2006/07 is £18000.</p> <p>This project supports a programme designed to engage unemployed lone parents to train for the National certificate of Further education (NCFE) accredited Level 2 equivalent Social Care Industry qualification. It provides childcare for 12 lone parents to complete a Youth and Play Work course and will secure full time sustainable employment or an enterprise opportunity in the Social Care Industry for 6 learners from the cohort.</p> <p>The project links into wider work undertaken in Haringey related to tackling worklessness and directly complements both the NRF/ESF Employment & Skills programme and interventions commissioned under the SSCF Neighbourhood Element.</p>
2.	June 2006	Tribal	<p>Contract for CPA (Corporate Performance Assessment) preparation, for the amount of £32,000, awarded to Tribal for the period March – June 2006.</p>
3.	July 2006	NRFESF Programme	<p>This is an agreement of SLA between L B Haringey & ALG for management of NRFESF Programme which has been allocated a funding of: £225,000 in 2006/07 and £225,000 in 2007/08. The programme will draw down £370,000 of ESF funding.</p> <p>Haringey is one of 11 boroughs participating in this new ESF Co-financing programme, which is designed to enhance the impact of NRF in the borough.</p> <p>Three projects have been approved under this funding stream to combat worklessness in Haringey :</p> <div style="display: flex; justify-content: space-between;"> <div> <ul style="list-style-type: none"> • Getting Haringey Working - • Employment Pathways to Health - • Learn for Work - </div> <div> <p><u>Lead Partner</u></p> <p>“At Work”</p> <p>“Haringey Primary Care Trust”</p> <p>“I Can Do It Ltd”</p> </div> </div> <p>All projects have employability as their overarching focus.</p>

ASSISTANT CHIEF EXECUTIVE OF (STRATEGY SERVICE)

Significant decisions - Delegated Action 2006/07

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
			This new co-financing programme reflects the new strategic approach on tackling worklessness focusing on larger interventions targeting core populations and will link into and complement interventions being developed under the Safer and Stronger Communities Fund Neighbourhood Element. Beneficiaries from SSCF neighbourhoods – Northumberland park, Bruce Grove and Noel Park - will be prioritised for support from the programme.
4.	July 2006	Provision of Services Contract	Adams & Styles Property Services/Andrew Lloyd Property Services. Total value for contracting period July 06 – March 07 : £30K This Service Contract builds on the existing accredited letting scheme provided by the Council. It is a Rent Deposit Scheme in the borough to support ex-drug misusing offenders into accommodation.
5.	July 2006	Community Centre Review	Peach Consultancy Total value for contracting period June – September 2006 : £13,668

Delegated Action

Type	Number
Grants to Community Organisations	5

* More than £50,000

DIRECTOR OF CHILDREN’S SERVICE

Significant decisions - Delegated Action June 2006

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.			
2.			
3.			
4.			

Delegated Action	
Type	Number
Award under contract standing order 11.2 (£248k) Crowland School – mobile arrangements	1

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DIRECTOR OF Environmental Services

Significant decisions - Delegated Action 2005/06

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	9/06/06	West Green Pedestrian Crossing	To proceed with the implementation of the measure with the refuge island as recommended by the officers within the £150K budget for the scheme
2.	22/06/06	Contract for Recycling Services	To terminate the RWS contract and bring the service back in house.
3.	28/06/2006	Open Spaces Infrastructure Improvement Programme – Play Area Construction – Noel Park	Award of contract for construction of play area for Noel park to S.L.C Southern Landscape and Construction for £97, 895 with estimated completion of works in August 2006.
4.	30/06/2006	Ferry Lane (HGY18) AWL vehicle incursion	Award of contract for Ferry Lane (HGY18) Awl vehicle incursion works to Arlington Builders Ltd for £78,978.27.

Delegated Action	
Type	Number
CSO's	2
Events applications	3
Highways	1
Recycling	1

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DIRECTOR OF Environmental Sercices

Significant decisions - Delegated Action 2005/06

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	10/07/06	Creation of 3 new posts in Recreation Services	To allow implementation of the 3 posts at a cost of £21,000 per annum each
2.			
3.			
4.			

Delegated Action	
Type	Number
CSO's	1
Delegation of power to officer	1
Events	3
Creation of new posts	1

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DIRECTOR OF Environmental Services

Significant decisions - Delegated Action 2005/06

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	30/08/06	Interim Variation to On Time Contract to Provide Abandoned Vehicle Service	To allow variation of the contract to include the provision of abandoned vehicle service for 9 months subject to a break clause after 3 months if On Time are unable to prove to the Council that they are fully compliant
2.			
3.			
4.			

Delegated Action	
Type	Number
CSO's	1

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MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
TUESDAY, 25 JULY 2006

Councillors *Mallett (Chair), *Diakides, *Haley and *Meehan

*Present

Also Present: Councillors Basu, Bull, Dogus, Hoban, Jones and Winskill.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
PROC16.	<p>CALL IN OF DECISION RELATING TO ALLOWING AWARD OF CONTRACT TO DIAMOND BUILD UNDER THE NEW FRAMEWORK AGREEMENTS (Agenda Item 5 – Report of the Monitoring Officer and Head of Legal Services, Report of the Acting Director of Finance, and Appendices)</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> <p>That a further report be submitted to the Procurement Committee authorising the process to be followed in order to satisfy members that further and adequate measures have been taken to ensure that Diamond Build is competent to carry out the said work.</p>	

ANTONIA MALLETT
Chair

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MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
TUESDAY 18 JULY, 2006

Councillors *Mallett, *Diakides, Haley and *Meehan.

*Present

Also Present: Councillor Bull

MINUTE NO.	SUBJECT/DECISION	ACTION BY
PROC12	APOLOGY FOR ABSENCE An apology for absence was submitted by Councillor Haley.	
PROC13	MINUTES (Agenda Item 4) RESOLVED: That the minutes of the meeting held on 26 June 2006 be approved and signed.	HMS
PROC13	ENERGY EFFICIENCY MEASURES CONTRACT – Report of the Director of Social Services (Agenda Item 6): Our Chair agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because of the need to ensure that the provision in the Housing Services Capital Budget for 2006-07 of £240,000 for the energy conservation programme was spent and that a grant of £340,000 would be received from the North London Housing Sub Regional Group for private sector decent homes. Details of the contracts which were set out in the Appendix to the report at item 6 on the Agenda 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). In response to a question we were advised that market testing had taken place and that officers were satisfied that the contract was being awarded in a very restricted market. We were also advised that there was thought to be little value in undertaking a full tendering exercise which was why a waiver of Contract Standing Order 6.04 was being sought. We noted that in accordance with instructions previously issued by our Committee officers had separated out the required waiver of Contract Standing Orders from the contract award. Having regarded to the need to urgently proceed with this matter we asked that a further report be produced by the Director of Social Services to award the contract following consultation with our Chair.	

MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
TUESDAY, 18 JULY 2006

	<p>RESOLVED:</p> <ol style="list-style-type: none"> 1) That, in accordance with Contract Standing Order 7, approval be granted to a waiver of Contract Standing Order (Requirement to Tender) in connection with the Energy Efficiency Scheme. 2) That, in accordance with Part H.2 of the Constitution (Executive Procedure Rules), Section 1.02, Sub-delegation of Executive Functions, the award of the contract be delegated to the Director of Social Services in consultation with our Chair. 3) That officers review the arrangement which required separate reports in relation to waivers of Contract Standing Orders and awards of contracts and advise our Committee of whether or not this practice should be discontinued. 	<p>DSS</p> <p>DSS HMS</p> <p>HPr HMS</p>
PROC14	<p>MILLCENT FAWCETT COURT, N17 – PROPOSED ROOFING AND ASSOCIATED WORKS CONTRACT - Report of the Director of Social Services (Agenda Item 7):</p> <p>Details of the contracts which were set out in the Appendix to the report at item 7 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>In response to a question about the variation in the tenders received we were advised that, in cases where the lowest tender was significantly less than others received and below the pre-tender estimate, there would be cause for caution. However, we noted that in this case the report contained a very detailed breakdown of costs and that the lower price was attributable to savings in preliminary work, given the alternative contract period.</p> <p>We also noted that the level of contingencies for the scheme was £76,000. In agreeing the total cost of £1,690,382.90 we asked officers to note that if any aspect of the contract ran over budget then it would need to be the subject of a further report to our Committee.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, in accordance with Contract Standing Order 11, approval be granted to the award of the contract for roofing, external repairs and associated works for Millicent Fawcett Court N17 to Apollo London Ltd in the sum of £1,460,000 with a contract period of 30 weeks . 2. That the total estimated cost, including fees, in the sum of £1,690,382.90 be noted. <p>The meeting ended at 6.30pm</p> <p>ANTONIA MALLET Chair</p>	<p>DSS</p>

**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
TUESDAY, 18 JULY 2006**

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**MINUTES OF THE EXECUTIVE MEMBER SIGNING
TUESDAY, 15 AUGUST 2006**

Councillors Antonia Mallett (Chair of Executive Procurement Committee)

IEXM1. MINUTES

That the minutes of the meeting held on 5 March 2005 be approved.

IEXM2. EXCLUSION OF THE PRESS AND PUBLIC

Details of the contracts, which were set out in the Appendices to the 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).

**IEXM3. ENERGY EFFICIENCY SCHEME - REQUEST FOR THE AWARD OF
CONTRACT (REPORT OF THE DIRECTOR OF SOCIAL SERVICES) -
AGENDA ITEM 5**

At the Procurement Committee of 18 July, Members approved a report which recommended the waiver of Contract Standing Order 6.04 (Requirement to Tender) in respect of Energy Efficiency Measures Contract.

During the course of the discussion officers advised that part of the Contract [in private sector housing] was funded directly from the Department for Communities and Local Government and that a bid for £340,000 had been made to undertake measures to private sector properties in the financial year 2006/07 (in addition there is provision of £240,000). Officers also advised that in order to ensure that this money was spent in the current financial year a further decision to award the contract needed to be made as soon as possible and before the next scheduled meeting of the Committee on 5 September.

The decision is 'key' in that it will affect 2 or more Wards in the Borough and so it therefore appears in the latest version of the Forward Plan and subject to access to information and call in.

Paragraph 1.02(a) of Part H2 of the Constitution provides that where a committee of the Executive (in this case the Procurement Committee) is responsible for an Executive function, they may delegate it further to a Joint Committee or a Director.

The Committee were anxious to progress this matter and in an attempt to meet all these interests it asked that a further report be produced by the Director of Social Services proposing the award of the contract for signing by the Chair of the Procurement Committee. The signing was scheduled for 15 August and included as an entry in the version of the Forward Plan published on 1 August (and effective from 15 August onwards). The Director of Social Services would award the contract.

**MINUTES OF THE EXECUTIVE MEMBER SIGNING
TUESDAY, 15 AUGUST 2006**

This report was now before the Chair of the Procurement Committee (Executive Member for Finance). We noted the information contained in the exempt part of this item which set out the selection criteria and process and that the choice of supplier would enable the Council to access further match funding from the Government; which would be available to both public and private sector works. We agreed that the benefits were two fold; ie in respect of energy efficiency and eradicating fuel poverty.

RESOLVED

- 1) That the Director approve the award of Contract, as allowed under CSO 11, ie that it is in the Council's overall interests, as set out in this report.
- 2) That the Director approve that the market testing exercise utilised, referred to in Part B of this report, is acceptable in lieu of a formal tender process.
- 3) That the Director note the intention to spend £240,000 from the Housing Services Capital Budget to address public sector housing measures under this contract in the 2006/7 financial year and £300,000 in 2007/08
- 4) That the Head of Procurement recommendations, as set out in paragraph 17.3 be noted in that, post award of the contract a study be undertaken to consider the future needs for Homes for Haringey, once this contract has expired, and to investigate new and innovative approaches to the market in the future.
- 5) That the Director note the intention to spend a minimum £340,00 provided from the Environmental Services budget to undertake measures to Private Sector properties within each of the financial years 2006/7 and 2007/8, and that as the opportunity of additional grants funding becomes available, it may increase to £700,000 in each of the financial years.
- 6) That the Director notes the minimal contract value will be £1,220,000 and that it will range to a maximum value of £1,940,000 over the two year contract period.

**Antonia Mallet
Chair**

Document is exempt

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