
Executive

TUESDAY, 31ST OCTOBER, 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 18 below. New items of exempt business will be dealt with at item 21 below).

3. DECLARATIONS OF INTEREST

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

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

4. MINUTES (PAGES 1 - 6)

To confirm and sign the minutes of the meeting of the Executive held on 3 October 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. COMMISSION FOR SOCIAL CARE INSPECTION OF HARINGEY MENTAL HEALTH SERVICES (PAGES 7 - 22)

(Report of the Director of Social Services – To be introduced by the Executive Member for Health and Social Services): To receive the Inspection report and agree recommendations.

8. PROGRAMME HIGHLIGHT REPORT - AUGUST 2006 (PAGES 23 - 94)

(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 August 2006.

9. THE COUNCIL'S PERFORMANCE - AUGUST 2006 (PAGES 95 - 120)

(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 August 2006 using the balanced scorecard format.

10. FINANCIAL PLANNING 2007/8 TO 2009/10 (PAGES 121 - 128)

(Report of the Acting Director of Finance – To be introduced by the Executive Member for Finance): To provide an update on the financial and business planning process and to propose the release of the pre-business plan reviews.

11. ESTABLISHMENT OF A LONDON WIDE MUTUAL INSURANCE COMPANY (PAGES 129 - 138)

(Report of the Acting Director of Finance – To be introduced by the Executive Member for Finance): To advise Members of the proposals to create a London-wide mutual insurance company and of the risks and benefits of participation in the mutual.

12. TOTTENHAM TOWN HALL AND FORMER CLYDE ROAD DEPOT (PAGES 139 - 154)

(Report of the Acting Director of Finance – To be introduced by the Executive Member for Finance): To provide a summary of the revised bids received for the refurbishment and redevelopment of the Tottenham Town Hall and former Clyde Road Depot together with an assessment of the bidders as potential development partners.

13. HOUSING INVOLVEMENT STRUCTURES AND THE FUTURE OF AREA HOUSING FORUMS AND HOUSING MANAGEMENT BOARD (PAGES 155 - 166)

(Report of the Director of Social Services – To be introduced by the Executive Member for Housing): To recommend the development of a new 'Integrated Housing Board' which would replace the Housing Management Board and the Housing Strategic Partnership and allow involvement, consultation and strategic decision making across tenure.

14. DRAFT TOTTENHAM HALE URBAN CENTRE MASTERPLAN AND SUSTAINABILTY APPRAISAL (PAGES 167 - 246)

(Report of the Interim Director of Environmental Services – To be introduced by the Executive Member for Environment and Conservation): To consider the amended Master Plan with a recommendation that it will be approved formally as a Supplementary Planning Document (SPD) in relation to the emerging Unitary Development Plan.

15. STATEMENT OF GAMBLING POLICY (PAGES 247 - 302)

(Report of the Interim Director of Environmental Services – To be introduced by the Executive Member for Crime and Community Safety): To agree and adopt a Statement of Gambling Policy for Haringey under the terms of the Gambling Act 2005.

16. URGENT ACTIONS TAKEN IN CONSULTATION WITH THE LEADER OR EXECUTIVE MEMBERS (PAGES 303 - 306)

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

17. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (PAGES 307 - 314)

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

18. NEW ITEMS OF URGENT BUSINESS

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

19. 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 and financial affairs of any particular person (including the Authority holding that information).

20. HORNSEY CENTRAL DEPOT

(Report of the Acting Director of Finance – To be introduced by the Executive Member for Finance): To seek approval for the terms of the disposal. **FAILED TO MEET DESPATCH DATE**

21. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at item 2 above.

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23 October 2006

**MINUTES OF THE EXECUTIVE
TUESDAY, 3 OCTOBER 2006**

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

* Present

Also Present: Councillors Bull and Hoban.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
TEX80.	<p>APOLOGIES FOR ABSENCE (Agenda Item 1)</p> <p>Apologies for absence were received from Councillors Haley and Bob Harris.</p>	
TEX81.	<p>MINUTES (Agenda Item 4)</p> <p>RESOLVED:</p> <p>That the minutes of the Executive held on 12 September 2006 be confirmed</p>	HMS
TEX82.	<p>PROGRAMME HIGHLIGHT REPORT - JULY 2006 (Report of the Chief Executive - Agenda Item 6)</p> <p>We noted that the highlight report covered projects for the period up to the end of July 2006, since which time the position in respect of a number of the projects had changed.</p> <p>Clarification was sought in respect of a number of the key highlights from the programme and we were advised that reserve projects had now been identified to which the bulk of the resources for the Tottenham High Road Strategy had been allocated. The delivery of the programme would be closely monitored to ensure the external funding would not be lost.</p> <p>We were also advised that while work had now been completed to model future performance, including the establishment of a specialist team, to ensure that 27 day turnaround on empty properties would be achieved from October onwards it was clear that the target would not be met for the full year. The funding of four temporary posts to reduce the backlog in lettings would be funding from an agreed allowance for performance issues.</p> <p>We also noted that the section of the Appendix to the report in relation to Council Owned Land referred to key sites only and that a further report would be produced on smaller sites.</p> <p>We were advised that with regard to the Eyesores Programme, sites had been identified by the Better Haringey Group, including a number owned by Network Rail. While Members could still nominate sites for consideration the resources available would probably not be sufficient to</p>	

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	<p>fully address the existing list.</p> <p>We were advised that a Customer Satisfaction Surveys of Leisure Services had recently taken place which indicated that good progress had been made and all Leisure Centres in the Borough were now striving to meet 'Quest' the Industry Quality Standard.</p> <p>With regard to prudential borrowing, the Director of Finance advised that this needed to pay for itself and that targets had been set accordingly which were being met.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1) That the Programme Highlight report for all the Council's corporately significant projects, covering the period of up to end of July 2006, be noted. 2) That future Programme Highlight reports provide an update paragraph as well as the data on projects as at the end of the monitoring period. 3) That Executive Members ensure that they received regular updates from Directors and that audit trails were established in respect of all the Council's corporately significant projects. 4) That the next Programme Highlight report include an update on derelict and under used sites in Council ownership. 	<p>CE</p> <p>All to note</p> <p>DF</p>
<p>TEX83.</p>	<p>THE COUNCIL'S PERFORMANCE - JULY 2006 (Joint Report of the Chief Executive and the Director of Finance - Agenda Item 7)</p> <p>Concern was expressed about the projected £4.6 million deficit set out in the report and clarification was sought of the extent to which overspendings in Social Services budgets were due to reductions in services in the Health Sector and what action was being taken to address these overspendings. Clarification was also sought of the position with regard to the Children's Service revenue budget.</p> <p>We noted that it was inevitable that a proportion of the population who would have been supported in the Health sector would need to access social care services for support and that the Primary Care Trust's strategic plans to achieve further efficiencies in the current financial year would have further knock on effects for Social Services. Meetings had taken place between the Executive Member for Finance and the Executive Member for Social Services and Health and management action was being taken to try to ensure that these pressures did not result in any additional overspend.</p> <p>We also noted that the Children's Service revenue budget was forecast to overspend by £2.3 million which was mainly due to a projected increase in asylum seekers costs. The Executive Member for Finance was proposing to meet with the Executive Member for Children and</p>	

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	<p>Young Peoples' Services to discuss this projected overspend as well as others in the Children's Service. In the meantime, a special grant submission would be made for 2006/07 which if successful would reduce the shortfall in asylum seeker costs.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1) That the report be noted. 2) That the virements as set out in Section of the report be 13 agreed. 3) That the next Performance Report include details of the progress made in addressing the projected overspends in the revenue budget including those in Social Services and the Children and Young Peoples' Service. 	<p>DF</p> <p>CE/DF /DSS/ DCS</p>
<p>TEX84.</p>	<p>HORNSEY TOWN HALL ((Report of the Acting Director of Finance - Agenda Item 8)</p> <p>We noted that the Hornsey Town Hall Community Partnership Board had met regularly to consider options for the future use and development of the site and was working with officers towards the production of a commercial development brief to enable the site to be marketed to secure a development partner to deliver a range of community, commercial and cultural uses and activities on the site. We also noted that a decision in principal was now needed to agree the objectives for development and a timetable for taking this project to the market to find out if a suitable development partner could be identified to realise this proposal into a financially viable scheme.</p> <p>In agreeing the report we emphasised that the Council would not be committing itself to fund Phase 3 of the proposals which would be the responsibility of the proposed Trust. We also indicated that we would wish officers to further explore the option to relocate the existing Customer Service Centre to within the refurbished Town Hall with the Service making a contribution to the maintenance and upkeep of the building. In noting that a further report was to be made on a preferred development partner and future operational management arrangements we asked that it include an indication of when Phase 3 would be implemented.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1) That approval be granted to Phases 1 and 2 of the development as outlined in the interleaved report proceeding with the implementation of the final Phase being subject to available funding in the future the responsibility for which Phase 3 would fall to be met solely by the Trust. 2) That approval be granted to the future management of the Hornsey Town Hall facilities be transferred to an independent 	<p>DF</p> <p>DF</p>

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	<p>Charitable Trust.</p> <p>3) That the model development brief attached as an appendix to the interleaved report be approved, based on the proposals contained in the report, and that a marketing brief in partnership with the Community Partnership Board be agreed in order to take the project to the market and secure a development partner.</p> <p>4) That the Community Partnership Board agreement to form a Company Limited by Guarantee and Registered Charity ("Trust") be noted as the next step in the formation of a Trust, for the future management and fund raising for Hornsey Town Hall.</p> <p>5) That a further report be received in February 2007 for a preferred development partner and future operational management arrangements of the Town Hall Facilities, with an update on timelines and implications for the transfer of staff to accommodation in Wood Green.</p>	<p>DF</p> <p>DF</p>
<p>TEX85.</p>	<p>THE DIGITAL DIVIDE (Report of the Assistant Chief Executive (Access) - Agenda Item 9)</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because it was important that work on the Strategy was commenced as soon as possible.</p> <p>RESOLVED:</p> <p>That the guidance on the development of a Digital Divide Strategy, encompassing all relevant stakeholders be approved with the final strategy to be reported back to a future meeting of the Executive.</p>	<p>ACE-A</p>
<p>TEX86.</p>	<p>SUPPORTING PEOPLE FIVE YEAR STRATGEY PROGRESS, ANNUAL PLAN, SERVICE REVIEWS, ALLOCATIONS AND GOVERNMENT CONSULTATION (Report of the Director of Social Services - Agenda Item 10)</p> <p>We noted that the Review had found that specific support for domestic violence was not provided with a reliance on offering more general support. We also noted that while work was planned with regard to the need of survivors of domestic violence as the Strategy had identified service deficiencies for certain groups including survivors with large families concern was expressed that this work would have to be carried out with minimal funding.</p> <p>In response to a question we were advised that despite the 2% grant reduction detailed in paragraph 8.2 of the report the budget for 2007/08 was currently balanced and it was hoped the position would improve as it was possible that there would be more funding than originally expected.</p>	

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	<p>We were informed that as an outcome of this programme, a re-assessment of all services would be undertaken over the next year, looking at Performance Indicators, monitoring any poor performance and setting action plan and highlighting good and excellent practice. In response to a further question we were also informed that the proposed Supporting People Partnership Board would have to be an officer body which reported to the Executive and we asked that officers bring forward proposals for the establishment of a Member level body to monitor Supporting People spending allocations.</p> <p>We noted the significant improvements in performance achieved by Haringey's Supporting People programme in 2005/06 which meant that more vulnerable people were successfully being supported by the Council with its partners to maintain their independence and we asked that our thanks be placed on record to the staff involved in delivering the Strategy.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the progress made and key issues as set out in the report be noted. 2. That approval be granted to the 2006/7 Supporting People Annual Plan. 3. That the completion of the Supporting People Service Reviews be noted. 4. That agreement to the revised Memorandum of Understanding governing Haringey's Supporting People Programme between the Council, London Probation and Haringey NHS Teaching Primary Care Trust be noted. 5. That the change of name from the Supporting People Commissioning Body to the Supporting People Partnership Board be noted. 6. That a further report be made with proposals for increased Member involvement on the Supporting People allocations. 	<p>DSS</p> <p>CE</p>
<p>TEX87.</p>	<p>TOTTENHAM HALE CPZ EXTENSION AND STONELEIGH ROAD PAY AND DISPLAY SCHEME - REPORT OF STATUTORY CONSULTATION (Agenda Item 11)</p> <p>This item was withdrawn.</p>	
<p>TEX88.</p>	<p>URGENT ACTIONS TAKEN IN CONSULTATION WITH THE LEADER OR EXECUTIVE MEMBERS (Report of the Chief Executive - Agenda Item 12)</p> <p>RESOLVED:</p>	

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	That the report be noted and any necessary action approved.	
TEX89.	<p>DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (Report of the Chief Executive - Agenda Item 13)</p> <p>RESOLVED:</p> <p>That the report be noted and any necessary action approved.</p>	
TEX90.	<p>MINUTES OF SUB-BODIES (Agenda Item 14)</p> <p>RESOLVED:</p> <p>That the minutes of the Executive Member signing on 15 September 2006 be noted and any necessary approved.</p>	
TEX91.	<p>NEW ITEMS OF URGENT BUSINESS – RESIGNATION OF ANNE BRISTOW, DIRECTOR OF SOCIAL SERVICES (Agenda Item 15)</p> <p>We noted that Anne Bristow, Director of Social Services would shortly be leaving the Council to take up a post with Barking and Dagenham Council. We asked that our thanks be placed on record for the services she had provided over the past six years as well as our best wishes to her in her new position.</p>	

GEORGE MEEHAN
Chair

Report Title: Commission for Social Care Inspection of Haringey Mental Health Services

Report of: Anne Bristow Director of Social Services

Wards(s) affected: All

Report for: Non key decision

1. Purpose

1.1 To receive the Inspection report and agree the recommendations detailed below.

2. Introduction by Executive Member

2.1 The CSCI Inspection has provided a very useful analysis of Haringey's Community Mental Health Services. The recommendations from the inspection provide the basis of a substantial work programme over the coming months. The recommendations and the responses to them are set out in the action plan and will be addressed jointly by the Council; Barnet, Enfield and Haringey Mental Trust; and Haringey Teaching Primary Care Trust. I am pleased that some of the targets have already been achieved and will be monitoring the progress being made on the implementation of the remaining actions in conjunction with the relevant officers.

3. Recommendations

3.1 To agree the action plan developed by the service in response to the CSCI Inspection

3.2 To support increased integration of statutory service provision as a priority

3.3 To sanction closer strategic planning with partners across the health and social care economy whilst maintaining a high profile for social care and the wider council perspective

3.4 To agree a comprehensive review of the practice, procedures and processes of community mental health services

3.5 To agree the action plan as a means to modernising and improving the service, building on its successes in the context of a complex system which requires support to improve further.

Report Authorised by: Anne Bristow Director of Social Services

Contact Officer: Siobhan Harper Head of Joint Mental Health Commissioning

4. Director of Finance Comments

4.1 The Director of Finance has been consulted and notes the content of the report. A detailed plan needs to be developed that will address both the issues raised by the inspection and the ongoing financial pressures faced by the sector.

5. Head of Legal Services Comments

5.1 This CSCI inspection report appears to have been produced under S.80 (2)(b) of the Health & Social Care (Community Health & Standards) Act 2003 which gives the CSCI power to conduct reviews of the provision of any English local authority social care service, in which they must take account of the national standards contained in statutory guidance (see Appendix A of their report)

5.2 Although the inspection report identifies various weaknesses in the service and states “that the capacity for improvement is uncertain”, the CSCI has not identified the service as “failing” under S.81 of the same Act. If it considers that a local authority is failing substantially to discharge its functions then it must give the authority notice of the respects in which it is failing (and recommend special measures to the Secretary of State); if it considers that the failure is not substantial then it may give such notice.

5.3 In this instance the inspection report states that the Council will prepare an action plan to address the report’s recommendations. Members are asked to agree that action plan and other measures set out at paragraph 3 above.

6. Local Government (Access to Information) Act 1985

6.1 CSCI Inspection Report of Haringey Mental Health Services

6.2 Haringey Mental Health Strategy 2005 – 2008

7. Strategic Implications

7.1 Social Services will continue to provide sufficient senior management input to the Mental Health Partnership and Executive to ensure that the agreed strategic aims reflect a visible social care perspective. Operational services also require dedicated management support in increasing formal integration with Health to maintain the value of social care as well as ensuring that social services requirements on standards of care, access to services and performance management are met with quality. Strategic commissioning of services is also a priority in order to achieve a greater quality in service user/carer experience and value for money. Working jointly with health partners to develop strategic plans to modernise services remains the focus and requires increased emphasis to obtain service standards in line with national developments. Frontline staff require support through change and further examination of working practice and culture in order to adapt to increased expectations.

8. Financial Implications

8.1 Pre Business Planning processes are already being utilised to consider the development of functions which will enable the modernisation of the service. This is on an invest to save basis in order to stimulate progression, social inclusion and ambition in the service amongst all practitioners. Mental Health budgets are already under considerable pressure and whole system change is required to utilise resources more effectively.

9. Equalities Implications

9.1 The Inspection confirmed work to engage Black and Ethnic minority groups in planning processes as a strength in the service and work with people whose English is not a first language. However, areas of concern were the over-representation of young black African/Afro-Caribbean men in the service and insufficient women only services. These are also areas identified for improvement in the agreed Joint Mental Health Strategy; a comprehensive Equalities Impact Assessment was completed on the Strategy.

10. Consultation

10.1 The action plan has been developed and agreed with health partners and has been agreed in the context of two other related work streams: the Care Service Improvement Programme for the CMHTs in the Mental Health Trust and the recommendations of the Joint Clinical Service Improvement Group that considers clinical governance issues, including actions required as a result of serious incidents.

11. Background

11.1 The CSCI Inspection of Mental Health Services took place in February 2006. The outcome of this inspection is that the Haringey service was assessed as 'serving some people well' and capacity to improve as 'uncertain'.

11.2 The Inspection Report identified a number of strengths, for example a consistent approach to business planning at service level; the quality of some Day Services that are valued by service users; and the strength of partnership arrangements.

11.3 The report reflects issues about the service which are related to the complexity of the mental health system. Formal integration between health and social care in the operational part of the service has been a relatively recent development and is not compatible with the national picture. There is goodwill between partners to increase this formal integration and consider the use of Health Act Flexibilities to establish pooled budgets for the operational part of the service. Pooling budgets for commissioning mental health services has also not extended beyond the use of a section 28 transfer of Health funding to be managed by Social Services. Expanding on these developments has not always been practicable given the very particular internal demands in each of the partner organisations. Obtaining partner agreement on a joint commissioning strategy to underpin the agreed joint mental health strategy has been particularly challenging this year.

- 11.4 There are also very specific concerns about the commissioning capacity in Social Services and that budget decisions on individual cases are too removed from operations. The action plan and subsequent reorganisation of the department will address these concerns.
- 11.5 The other significant areas of concern within the report focus on the work of the community services, particularly community mental health teams. Assessment and care planning were felt to be of poor quality with risk assessments also being incomplete or not easily accessible in service users' files. This is a central issue which resulted in a recommendation of a comprehensive review of practice and procedures within Community Mental Health Teams (CMHTs) under the Care Programme Approach. There has been a considerable amount of organisational change within CMHT's during the last twelve months; nonetheless effective care coordination is a central tenet of good community mental health care and priority will be given to improve this.
- 11.6 Some members of the Mental Health Partnership Board (Local Implementation Team - LIT) felt concerned at a lack of purpose and influence in their task. A review of this partnership board has been undertaken.
- 11.7 Service users felt that services were often crisis led and services did not offer holistic care. These issues will be addressed by the overall review of practice.
- 11.8 Issues regarding advocacy, direct payments and access to work/volunteering opportunities were also highlighted and work is already underway in these areas.
- 11.9 The recent Healthcare Commission Mental Health Improvement Review (October 2006) evaluated Haringey Mental Health Services as 'satisfactory' overall. Particular strengths were identified in the provision of services for diverse communities and weaknesses were identified within the service user experience of the service and care coordination. These findings are consistent with findings of the CSCI Inspection.

12. Conclusion

- 12.1 The Inspection Report presents a reasonable account of the service locally and many of the highlighted issues are compatible with local priorities for improvement. The Action Plan will be implemented jointly by the Mental Health Trust, Primary Care Trust and Local Authority. The Executive is asked to agree the Action Plan and support the service in its desire to improve further.

13. Use of Appendices / Tables / Photographs

The Inspection Action Plan is attached as an Appendix

Mental Health Inspection 2006 Action Plan

Recommendation	Action	Led By	Deadline
National Priorities and Strategic Objectives			
1. Social services and partners should ensure that front-line team plans reflect service strategies and incorporate measurable targets and objectives through which staff and front-line managers can measure continuous improvement	All teams to complete team plans for 2006/07 (and subsequently, annually) which include measurable targets	Service Manager Mental Health/Performance manager trust/AD Community services (Council and Mental Health Trust)	30 June 06 ACHIEVED
2. The Council should work with partners to ensure that the configuration, terms of reference and operation of the Local Implementation Team are acceptable to all stakeholders and that it continues to contribute positively to the inclusive development of mental health services	To review the membership, terms of reference and operation of the Partnership Board (LIT) in liaison with the relevant stakeholders and ensure effective linkage with the Well Being Partnership	Joint Commissioner (Council)	30 November 06 ACHIEVED

Recommendation	Action	Led By	Deadline
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Cost and Efficiency			
3. Social services and HTPCT should review the Section 28 Agreement and the Commissioning Arrangement Agreement for the mental health service ensuring that these agreements are current, reflect current service structures and are reviewed regularly	To update the Section 28 Agreement and the Commissioning Arrangement Agreement in line with the recommendation and develop further the bi-annual reviews through the Joint Services Priorities group.	Joint Commissioner & Director of Strategy (Council & PCT)	31 January 2007
4. Social services, partners and stakeholders should review the multi-agency panel process to ensure efficient, effective and consistent operation	<ul style="list-style-type: none"> • New processes implemented • Care reviews linked to new processes • Evaluate first year's operation 	Joint Commissioner /Finance Manager/ AD Community services (Council & MHT)	31 January 06 ACHIEVED 31 July 06 ACHIEVED 28 February 07

Recommendation	Action	Led By	Deadline
<p>5. Social services and health should ensure that commissioning budget responsibility is closely aligned with operations and that appropriate training and support is in place</p>	<p>1. Develop proposals to commission services at operational level.</p> <p>2. Put in place the infrastructure within the community teams to ensure successful implementation.</p>	<p>1. Joint Commissioner /Finance Manager/ AD Community services</p> <p>AD of Social Services</p> <p>(Council & MHT)</p> <p>2. Director of MH Trust/AD Community services</p> <p>AD of Social Services</p>	<p>By January 07 for implementation</p> <p>1 April 07</p>
<p>Effectiveness of Service Delivery and Outcomes for Service Users</p>			
<p>6. Processes should be put in place to ensure that front-line mental health staff are operating effectively in protecting adults from abuse within the multi-agency policy and procedures</p>	<p>1. To continue the current training programme and promote the profile of adult protection within Mental Health teams.</p> <p>2. To review the use of POVA procedures by Mental Health staff as part of annual reporting to Adult Protection Committee.</p>	<p>Adult Protection Manager/AD Community services</p> <p>(Council & MHT)</p>	<p>1. Ongoing</p> <p>2. September 07</p>

Recommendation	Action	Led By	Deadline
7. Social services should take action to increase the use of Direct Payments by people experiencing mental health difficulties and ensure their participation in future scheme developments and monitoring	A plan to be developed to increase the use of Direct Payments to the average in the Barnet, Enfield and Haringey Trust area and work with service users, carers and voluntary sector organisations to increase awareness in advocating for direct payments for users.	Direct Payment Officer/AD Community services/Joint commissioner (Council & MHT)	1. Plan to be developed by 30 November 06 2. Average to be reached by June 07
8. The Council should ensure that it is demonstrably acting as a positive role model in promoting the employment of disabled people, including those with mental health issues	To consider as part of the Council's work force strategy.	Head of Personnel (Council)	January 07 Review September 08
9. An early intervention service should be established	To explore funding options for consideration by Mental Health Executive.	Commissioning Managers in Health & Social Care	January 07

Recommendation	Action	Led By	Deadline
<p>10. The needs of carers within the mental health service should be identified, recorded and appropriate services developed within a stronger performance management framework</p>	<ul style="list-style-type: none"> • Develop a plan to implement carers strategy in respect of MH service users. • Progress against milestones to be monitored. 	<p>Carers Manager/AD Adults/Senior manager planning & comm. (Council/MHT/PCT)</p>	<p>November 06 March 07</p>
<p>Quality of Service for Service Users and Carers</p>			
<p>11. The Council and partners should undertake a comprehensive review of the Care Programme Approach (CPA) process and the review should:</p> <ul style="list-style-type: none"> - involve service users, carers, staff and other stakeholders; - seek to understand the shortcomings in the existing CPA and learn from best practice, and - result in improved documentation, effective care co-ordination, relapse identification and contingency planning, quality assessment, care planning and review 	<p>The Council has requested formally that the Trust (in its capacity of holding delegated responsibility for service provision) undertake a comprehensive review of the degree to which the new Care Programme Approach (CPA)/ Care management policy is working within Haringey.</p> <p>Areas to be tackled under the heading of clinical practice include: quality of assessments, outcome focussed care planning and review, standards of documentation, effective care co-ordination, relapse identification and contingency planning. Progress will be monitored via the Well Being Board</p>	<p>Director of MH Trust/Joint commissioner (MHT/Council)</p>	<p>31 January 07</p>

Recommendation	Action	Led By	Deadline
12. The Council and partners should review the quality and effectiveness of case file recording and auditing	<ol style="list-style-type: none"> 1. Supervision to be used to undertake detailed work on the quality of files 2. Case file audits to be standardised across the teams and carried out systematically 3. Six monthly reports to be provided to Director of Social Services and Adult Services Clinical Governance Group on number of audits carried out in each team, their findings and subsequent action to be taken 	AD Community services/ AD Adults specialist (Council & MHT)	<ol style="list-style-type: none"> 1. By 31 December 06 2. By 31 December 06 3. First report by 31 March 07
13. The Council and partners should strengthen quality assurance processes	The Mental Health Executive to consider appropriate quality assurance processes across the partnership and oversee implementation plan	Joint commissioner /Performance Managers (Council/MHT/ PCT)	Implementation Plan developed by January 07

Recommendation	Action	Led By	Deadline
14. Social services should ensure that risk alerts relating to individual cases are given prominence on the electronic case records system	<ol style="list-style-type: none"> 1. Further training to be provided on risk alerts and Framework-I 2. Sampling mechanisms to be established to ensure compliance 3. To be reviewed when RIO is being established 	Project Officer adults/AD Community services (Council & MHT)	<ol style="list-style-type: none"> 1. 31 June 06 ACHIEVED 2. By 30 November 06 3. 1 April 07
15. The Mental Health Service Directory should be more widely distributed across public access points in the borough	<ol style="list-style-type: none"> 1. Continue to ensure the website information on mental health services is updated on regular basis 2. Update directory 3. Distribute directory 	Information management officer (Council/PCT/MHT)	<ol style="list-style-type: none"> 1. Twice yearly: April & October 2. March 07 3. June 07
Fair Access			
16. Partners should ensure that eligibility criteria and access to the Crisis, Assessment and Treatment Team and Alexandra Road Crisis Unit are clearly understood by service users and all staff involved in mental health services and are consistently applied	<ol style="list-style-type: none"> 1. Review the information provided on the eligibility criteria and access 2. Review the performance of the Crisis Teams and the relationship with Alexandra Road and develop, if necessary costed proposals for service change 	Information management officer Joint commissioner/ Director of MH Trust (Council/MHT)	<ol style="list-style-type: none"> 1. 31 December 06 2. January 2007

Recommendation	Action	Led By	Deadline
17. The Council should work with partner agencies to ensure that opportunities for single gender services are developed and that all services take demonstrable steps to ensure that environments and services are fully inclusive.	Review current single gender services and identify opportunities to increase inclusion within the Day Services strategy implementation NRF funding enabling wider implementation of the Haringey Therapeutic Network.	Day service managers (Council)	By 31 December 06
18. Partners should ensure that availability and choice of advocacy support for service users and carers is increased	A review of existing advocacy services has begun and funding for any additional advocacy services to be considered in 2007/08 budget process	Joint commissioner (Council & PCT)	By 31 January 07
19. Partners should ensure that service users and carers are aware of their rights to access interpreting services and the complaints procedure	<ul style="list-style-type: none"> • Brief all care co-ordinators on complaints, translation & interpreting services. • Continue to provide initial information packs containing information on these issues • Hold session with carers to explain the complaints procedure and how to access translation and interpreting services • Finalise arrangements for new translation and interpreting service following tendering process and brief care coordinators accordingly. 	AD Community Services All care co-ordinators Carers Manager AD Community Services	November 06 initially, then ongoing Ongoing December 06 April 07

Recommendation	Action	Led By	Deadline
<p>20. Primary Care: (SCRUTINY REVIEW) The council to work with partners to support implementation of the Local Enhanced Service for Mental Health in TPCT.</p>	<p>Work with TPCT clinical lead in agreeing referral & discharge procedures. GP link working.</p> <p>Work underway – LIT sub group to lead on agreeing shared care agreement</p> <p>LES team in the TPCT in post.</p> <p>Specific work to provide Primary care team basic mental health understanding training in progress</p> <p>Specific work re improving the use and effectiveness of SMI registers in progress.</p>	<p>AD Community Services LES Clinical lead PCT</p>	<p>December '06</p> <p>Expected Dec. 2006</p> <p>Commence February 2007 then ongoing</p> <p>Rolling programme during 2007/8</p>
<p>21. Mental Health Liaison (SCRUTINY REVIEW) The Council to work with partners in improving Mental Health Liaison Services at the North Middlesex Hospital.</p>	<p>To ensure Mental Health Service reconfiguration allows services to be improved at North Middlesex.</p>	<p>Director of MH Services (Enfield) & Haringey & Enfield Joint Commissioners</p>	<p>April 07</p>
<p>Capacity for Improvement</p>			

Recommendation	Action	Led By	Deadline
22. The Council and partners should ensure that performance management, monitoring and measurement systems are robust and operating effectively at all levels within integrated services	Further develop performance management systems to enhance the capacity of the integrated service	Performance managers (Council/MHT/PCT)	Full implementation of revised system by 31 March 07
<p>23. The Council should work with its partners to:</p> <ul style="list-style-type: none"> - ensure that the profile of social services is well promoted; - demonstrate that social care is valued within the integrated services; and - consult widely to gain a good understanding of stakeholder perceptions regarding social care profile, the reasons for them and how to address these 	<ol style="list-style-type: none"> 1. Senior manager – ASW post created & filled. 2. Increase visibility of Council managers in BEHMT at joint management briefings. 3. ASW training reviewed 4. Develop the role of the Professional Head of Social Work to further action this recommendation 	Assistant Director of Social Services (Council)	<ol style="list-style-type: none"> 1. July 06 ACHIEVED 2. June 06 ACHIEVED 3. June 07 4. April 07
24. The Council and partners should continue to develop a fully integrated service, underpinned by co-located teams, integrated practices and infrastructural support	Further develop the service so that it is fully integrated by 1 April 2008	Assistant Director of Social Services / Director of MH Trust (Council/MHT)	By 1 April 08
25. An operational protocol to guide staff and managers through working across the	Develop a learning disability/mental health protocol to complement the terms of	Service manager	Complete by 31 January 07

Recommendation	Action	Led By	Deadline
interface between mental health and learning disability services should be developed, implemented and regularly evaluated to ensure effectiveness	reference of the complex needs panel and review on a biennial basis	Learning Disabilities/Joint commissioner (Council/MHT)	
26. (SCRUTINY REVIEW) The Council to continue to support the Social Inclusion Agenda for Mental Health Services through the Well Being Agenda and mainstream access and supported employment.	To ensure Mental Health is incorporated into the planning agenda on a Council wide basis.	Well Being Officer Group/Joint Commissioner All Theme Boards.	April 07

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item:

The Executive**On 31st October**Report Title: **Programme Highlight Report August 2006**Forward Plan reference number (if applicable): **[add reference]**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 August 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 August 2006. The detailed programme report is shown in appendix 1, with the main highlights shown in the covering report on an exception basis.

3. Recommendations

3.1 To note the report.

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

Contact 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 – Projects have been identified to allocate the remaining £1.6m of external resources. Agreement to proceed is still required for some projects. This will be closely monitored by the stream board;
- Primary Schools – Primary Schools Capital Projects will be the subject of a separate report to CEMB in September / October advising on a revised three-year capital programme for the Children’s Service.
- Children’s Centres – further work is required to ensure the detailed spending plan for delivery of the new centres can be funded within the budget available and in the year the funding is available;
- Updated spending plans for both Primary Schools and Children’s Centres will be the subject of particular scrutiny when presented to the project board as part of next month’s highlight report;
- Procurement – this project has a target of £2m of savings, equally split over 2005/06 and 2006/07. Only £1.2m has been identified with projects implemented, so there will be a shortfall of £0.8m against the target in 2006/07. This has been reported to the Executive within the budget monitoring report.

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 and 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 31 August 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

12.3.1 Tottenham High Road

12.3.2 Projects have been identified to allocate the remaining £1.6m of external resources. Agreement to proceed is still required for some projects. This will be closely monitored by the stream board.

12.4 Children and Young People Stream Board

12.4.1 Primary Schools Capital Projects

12.4.2 The Primary Schools Capital programme has been re-phased to respond to changes and unforeseen variations in the buildings works. Re-phasing the programme means that construction timescales will increase and expenditure will be delayed. As a result, the projects are expected to underspend in the current financial year but the overall programme will cost more.

12.4.3 To resolve these concerns the Primary Schools Capital Projects will be subject to a separate report to the Executive in November advising on a revised five-year capital programme for the Children's Service.

- 12.4.4 **Coldfall Expansion:** There is a projected increase in project expenditure for client authorised variation, deferred works, additional design costs, presently unauthorised and unforeseen variations. A £500,000 overspend is anticipated across the life of the project. This overspend will be subject to the approval of the proposed five-year capital programme by the Executive in November.
- 12.4.5 **Coleridge:** The project will cost £800,000 more than the estimates upon which the current budget was based. This additional expenditure will be subject to the approval of the proposed five-year capital programme by the Executive in November.
- 12.4.6 **Tetherdown:** Phase I works are approximately £150,000 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.
- 12.4.7 **Broadwater Farm Primary:** 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.
- 12.4.8 Match funding of £1.48m is required from the Council to the approved Targeted Capital Fund (TCF) grant of £5m. This will be subject to the approval of the proposed five-year capital programme by the Executive in November.
- 12.4.9 **Crowlands:** Professional fees totalling £125,000 have been identified which are not covered by the insurers. These fees will be subject to the approval of the proposed five-year capital programme by the Executive in November.
- 12.4.10 Children's Centres
- 12.4.11 Budget and 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.
- 12.4.12 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.

12.5 **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 Community Care Strategy – The Red House

12.6.2 The contractor was unable to meet the original completion date of 11th August for the Red House refurbishment.

12.6.3 Update: The refurbishment was substantively completed on the 22nd September and residents were returned to occupation the following week.

12.7 Housing Stream Board

12.7.1 Repairs Procurement

12.7.2 A revised project plan has been produced reflecting the delay in placing the OJEU Notice and advert from May to August. The revised timetable was considered at the project team meeting of the 25th August and has been amended to reflect the Homes for Haringey (HfH) Board decision that they want to award the contract prior to the Inspection which is planned for 30th April 2007.

12.7.3 The procurement strategy was agreed and the consultants have prepared a draft report recommending the preferred procurement strategy for HfH Management Team on 12th September and HfH Board on 27th September.

12.7.4 Once the plan is agreed the timescale traffic light will change from red to green.

12.7.5 Update: The project plan has now been agreed allowing the project status to return to green.

12.7.6 Empty Property

12.7.7 The overall turnaround figure for empty properties continues to be high, reflecting the fact that we are still dealing with a substantial backlog of voids that have been void for a considerable length of time.

12.7.8 It is clear that the 27 day target will not be met for the full year and that urgent action is needed in the next 3 months to ensure that the backlog of outstanding voids is cleared and the target is being met for new voids when Home Connections is introduced from 1 November 2006.

12.7.9 Lettings and Allocations

12.7.10 The revised and challenging timescales for consultation with prospective tenants on the existing housing register agreed by the

Housing Improvement Partnership Board on 2 August 2006 have been met. A robust and encouraging response has been received from all areas of consultation. A report on Lettings Policy and Pointing Scheme was presented to the Executive on 12 September.

12.7.11 Prevention and Options Service

12.7.12 The prevention and options service when live on 16 August.

12.8 People Stream Board

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

12.9 Value for Money Stream Board

12.9.1 Procurement Programme

12.9.2 There are ongoing concerns about achieving the £2m savings target. It was agreed at the August VFM stream board that a paper will be presented to CEMB in September setting out options to deal with the current issues.

12.9.2 The Agency Resource Centre is now in place. There have been initial difficulties with the submission of invoices to the Council and we are reviewing the management information reports on agency staff commitments to assess whether the savings are on target. There may be a slight shortfall as the contract didn't start until the latter part of May.

12.9.3 The remaining £1 million should be addressed through new projects that will be submitted to the Value for Money Board for approval. These are: 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.

12.9.4 However, there are significant concerns over ownership of individual projects that have been identified to deliver efficiency savings. This is having an adverse effect on the ability of the Procurement Programme to deliver its savings targets. The need for delivery of individual projects has been reinforced through Management Board.

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

12.9.6 Transactional Efficiency Project

12.9.8 **Contract Management System:** A revised project initiation document was circulated for comments on the 11th August. It has been agreed to delay the go-live date by a week to 14 December 2006 to allow additional time for system testing.

12.9.11 **Business Intelligence:** There have been some technical problems with the extraction of data out of the SAP system into the Business Intelligence system, which are currently being investigated.

12.9.12 Due to the technical difficulty with data extraction, the scheduled go-live of 1 August was not achieved. These issues are being investigated by SAP and a new go-live date will be confirmed shortly.

12.9.13 Update: Following technical difficulties, the Business Intelligence system is now live. This required a complete rebuild of the server and the reports are currently being tested to ensure they meet the original specification.

12.10 Customer Focus Stream Board

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

13. Use of Appendices

13.1 Appendix 1: Programme Highlight Report

PROGRAMME HIGHLIGHT REPORT

FOR THE PERIOD SEPTEMBER 2006

Prepared by

Corporate PMO

Version 0.1



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SECTION 1 – REGENERATION STREAM BOARD

Regeneration Stream Board							
(1) HARINGEY HEARTLANDS LEVEL 1 PROJECT		PROJECT DESCRIPTION / OBJECTIVES <ul style="list-style-type: none"> To commission a masterplan for the regeneration and development of the Eastern Utility Lands. To secure the land known as the “former sand sidings” for the provision of a new sixth form secondary school. To obtain funding for a new spine road through the overall site from North to South. To secure a guarantee of the decommissioning of the National Grid TRANSCO site. To work with major landowners and private developers to deliver these plans. To meet the output targets of up to: - <ul style="list-style-type: none"> 1,200 new jobs 1,200 new school places 2,000 new homes 					
		Original End Date: N/A as phased programme of work		Current End Date: N/A as phased programme of work		Project Budget: £250k (£150k last month)	Forecast spend: £150k Spend to date: £27.6k
		MANAGEMENT SUMMARY <ul style="list-style-type: none"> Direct negotiations have continued with National Grid’s M.D., Philip Kirby and the London Development Agency. Agreement was reached to submit the Masterplan as an outline planning application rather than adopting the Masterplan as a supplementary planning document before proceeding to the submission of planning applications. Agreement in principle has been reached that the revised masterplan and subsequent application(s) will be prepared by Lord Rogers of Riverside. The section 38 agreement permitting the new Spine Road to be built on NG Property’s land and be adopted (upon completion) by the Council has been signed and sealed. A revised project plan for Haringey Heartlands has been prepared. We have concluded that an alternative walking route (to the grounds of Alexandra Palace/ to that reliant passing through the New River Underpass is more practical (on health & safety grounds) by using the existing railway footbridge. We met with senior LDA officials (11th Sept.) to brief them on our strategy and ascertain theirs. 					
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks	
G	G	G	A	A	G	G	
Project Sponsor: Justin Holliday Project Manager: Shifa Mustafa / Mark Lucas							

Regeneration Stream Board

(1) HARINGEY HEARTLANDS CONT.

- The trustees of AP&P have made it clear that despite Children's Services publicity to the contrary, the Trust has not and will not permit the park to be used for (school) Sports purposes and will not permit land leased to Alexandra FC to be assigned or sub-let to the new proposed school. An alternative route will be sought within a 3mile radius. Children's Services urgently needs to build some bridges with Alexandra Palace Trust.

Budget:

- £150k was cut as a corporate saving from the project budget at the beginning of the year. This money has now been re-instated. The project is now running a £100k underspend as no new expenditure has yet been committed.

Resources:

- The Programme Manager will be leaving his position mid-November. As yet no new resources have been identified.

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

Progress

- The London Borough of Haringey is to present the Masterplan to the Mayor (GLA).
- Responses to the Masterplan and Sustainability Appraisal have been considered and the draft document amended as appropriate. The results of the public consultation and the amended document then reported to PASC on 30th October.
- The Masterplan is to be presented to the Council's Executive on 31st October 2006 for adoption as a Supplementary Planning Document (SPD).

Budget

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

Status This Month	Status Last Month	Time scale	Budget	Resources	Issues	Risks
G	G	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: <ul style="list-style-type: none"> 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

Risks	Issues	Resour ces	Budget	Time sc ale	Status Last Month	Status This Month	MANAGEMENT SUMMARY A draft PID is currently being drawn up to cover all aspects of the Wood Green Town Centre development. With the recent addition of the Civic Centre, Library, Lymington Avenue and Turnpike Lane sites to the project brief, it is envisaged that a final PID document will not be available until all aspects are fully scoped and defined. This will require extensive consultation with Council departments and stakeholders.
G	G	G	G	G	G	G	

<p>Project Sponsor: David Hennings</p> <p>Project Manager: Karen Galey</p>	<p>A formal request from the council's neighbourhoods department has been received to include a (proposed) physical development adjacent to Turnpike Lane Tube Station. Following a joint meeting with key stakeholders and partners (Transport for London, highways,) it has been agreed to provisionally include this development on Wood Green spatial plan as there are possible efficiency savings to be made in areas such as public consultation. Officers in neighbourhoods are currently in negotiation with TFL and other partners with regards to possible funding.</p> <p>Officers in Economic Regeneration, Planning and Strategic Sites have met with Urban Practitioners who have undertaken a significant amount of the initial research and scoping work and, produced the first spatial plan. It is intended that Urban Practitioners be engaged to continue this work and deliver the Supplementary Planning Document (SPD).</p>
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Regeneration Stream Board

(3) WOOD GREEN TOWN CENTRE CONT.

A draft work plan has been agreed to take forward the next stage of works. This will broadly involve: Expansion of spatial plan area

- Sustainability Appraisal
- Consultation
- SPD

Officers from property services have been engaged to discuss key site developments within the spatial plan namely Lymmington Avenue. Extensive meetings will shortly be held to discuss the Civic Centre and its future development within the Wood Green context.

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:
30th June 2007 – ERDF; 2010 - HERS

Project Budget: £4851.6k

Forecast spend: £4851.6k
Spend to date: £730.8k

MANAGEMENT SUMMARY

Timescale

Government Office for London and London Development Agency have both indicated they will agree to Haringey's request to extend the programme grant deadline for construction to 30th June 2007.

The 3.2 Urban Centre for City Growth (UCCG) programme is now made up of 9 confirmed projects with both internal and external partners. Three projects are complete (Park Lane, Seven Sisters Road and the NDC LARC refurbishment). Five are on target for completion by March 2007. The Stoneleigh Road project is programmed to be completed by April 2007.

The Workspace Board have confirmed that the company will proceed with the project within the UCCG programme.

Project Sponsor:
Zena Brabazon

Project Manager:
Sean Burke

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

Regeneration Stream Board

(4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION CONT.

Budget and Resources

Projects are now secured to the full programme value of £5.16m. This will ensure that the full European Regional Development Fund (ERDF) grant of £1.7m is utilised. Individual UCCG and non-UCCG projects are expected spend in full by the end of the financial year.

PROGRESS:

- **Seven-Sisters Road Shop Fronts:** Agreed final sums and commenced preparation of UCCG claim.
- **TGEC refurbished managed work space:** Internal refurbishment works continued. Cash flow problem addressed through providing additional TGEC match to ERDF grant.
- **Stoneleigh Road new build Managed Workspace:** Demolition commenced on 8th August. The contractor has confirmed the Agreed Maximum Price for the contract. A report will be submitted for authority to enter in to the contract in October. and
- **Bruce Grove THI phase I shop fronts:** Work continued to secure full take up of grant on Windsor Parade. Heritage Lottery Fund granted permission to start works on Windsor Parade.
- **HERS shop fronts and façades:** Planning application submitted for 483, 487, 489 High Road. English Heritage agreed design changes required to 483 and 487. Team continued to work to secure completion of individual grant applications.
- **Enfield Council Fore Street:** Contract works continued throughout September. Some additional works identified and put in hand.
- **LARC (NDC):** NDC has completed draft funding agreement. This confirms the refurbishment of 180m² of space for creative industry use (Total project cost £180K).
- **Workspace project on Tottenham High Road** – Estimated project cost £457k. Conversion of former warehouse space. Workspace confirmed their intention to proceed at their September Board meeting. They have been issued with a draft Service Level Agreement.
- **Rangemoor Road:** The bakery has been successfully relocated. All units are now free for works to commence. The team has agreed a provisional start date of 23rd October.

Regeneration Stream Board

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

School Acquisition

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: £6262k	Forecast spend: £6262k Spend to date: £138k
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MANAGEMENT SUMMARY

Purchase of Heartlands School Site.

- Title issues are the main problem, in that included in the acquisition is a section over the New River that is a “flying freehold” in that the land is owned by Thames Water and all we are buying is the bridge over the land.
- We have discussed with Thames Water (TW) building above this section and we would need to BUY a new right to construction from TW and agree the foundations, which may be at a high premium as it could be seen as a ransom strip for the building! The bridge is 100 years old and will need to be maintained, so having discussed with consultants, we may need to remove part of the existing bridge and construct a building on a bridge raft above with work supervised by DEFRA and TW).
- The solution and probably the cheapest option is to redesign the footprint of the school to avoid building over the TW land and use the bridge only for access/ car parking/ hard play area and maintaining it is its current style for a further 30-60 years before replacing

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

Markfield

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

Regeneration Stream Board

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

Mortuary

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

GLS

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

Project Sponsor:

Andrew Travers

Project Manager:

Shifa Mustafa, Mark Lucas, Steve Carter

- Access under the New River, TW not very happy and their engineers' state that the reservoirs are covered by DEFRA regulations, as they are purified water and it is unlikely that a pathway would be agreed by DEFRA. We are having a meeting. Network rail to be contacted as their bridge under the railway would also need to be included (i.e. they own the land and bridge in that location and any walk way would need to be suspended from the bridge rather than breach the New River water seal.

Markfield Recreation Ground.

- The application to the Heritage Lottery Fund Parks for People programme has been made.
- A funding bid to the London Marathon Charitable Trust was submitted at the end of August. This was for £45,000 for the improvement of the children's playground.
- The application for Haringey's capital resources has been submitted. This is for £75,000 next year (07/08) and £350,000 in 08/09.
- Partnership working is continuing with Thames Water to ensure that they commit to carrying out their catchment maintenance works in the Markfield area at the same time we desilt the Old Moselle Brook to ensure maximum effectiveness of the project.
- The Environment Agency have highlighted the importance of addressing the misconceptions in the catchment in order to prevent sewage disgorgement. This is currently identified as a low priority work area by Enforcement, who are responsible for dealing with misconceptions. Recreation Services are in discussions with Enforcement to resolve this issue. Failure to resolve it is a threat to the success of the project.
- Markfield Museum are working in partnership with Recreation Services and have pledged their full support to the project. A separate application will be made to the Heritage Lottery Fund under the Heritage Grants programme for repairs for the building, providing steam and making the building fit for purpose. An expression of interest will be submitted to the HLF in October 2006.
- The Markfield Project (disability project in the park) have prepared a business plan for the new café which it is proposed, will be run as a social enterprise as part of the application to the HLF.

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Regeneration Stream Board

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

Relocation of the Mortuary:

- Awaiting revised funding agreement from DCLG.
 - **Mortuary:** Second draft plans still not acceptable to Planning. Demolition of existing building is not supported by Planning.
 - Architect, planning policy & clients trying to resolve planning matter. Full condition survey of the Lodge completed.
 - **Coroner:** Frankhams (surveyors) on site to determine ' Schedule of Repairs' . Any works required to Barnet building will be reflected in the lease negotiations. Only 'Schedule of Repairs' issue outstanding in order to draft lease. Works required to convert building to a Coroners Court are minimal and relate to fixtures & fittings. These are ready to start as soon as possession is obtained.
- Budget:** No budget variations at this stage. Quantity surveyors work will provide more accurate information.

Timescale: There is a slippage to the project timescales in respect of the design & Planning submission. The second drawings need revision and agreement with Planning. This will be delayed to October 2006.

Risks: There is a risk that planning approval will be declined. The Scheme has been amended to reduce this risk.

GLS Site

- The consultants are progressing the design and working drawings, specifically for the Podium and vehicular / pedestrian access under Ferry Lane.
- The planning application for the podium will be submitted in December 2006.
- Invoices for £39,000 for professional fees and £2,700 for the CABE Enabler have been processed. It was programmed that £130,000 would be spent by the end of the second quarter. This was on professional fees and will be covered in later quarters. No physical work was programmed in the first two quarters.

Heartlands Spine Road

Agreements:

- The draft Partnership legal binding agreement with National Grid to construct the road on their land has been signed by both parties.
- Horizontal alignment on Phase 1 (Western Road) has identified some land transfers/acquisitions from the school, Parks and National Rail.

Regeneration Stream Board

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

- Meetings have been held with representatives of Parks and the “Guardians of the Wood Green Common” have given an early indication of agreement with the proposals subject to their Board’s approval. This should be resolved in early October.
 - Officers are awaiting a response from Education regarding the land implications at Alexandra School. We have funded a consultancy study to investigate the impact of the road on the school which will indicate the provisions for the relocation of the buildings affected by the road. It is hoped that this should be resolved by early October.
 - There has been a positive response for the land acquisition at the Chocolate Factory which has been received and should be finalised soon.
- Planning:**
- The interim design alignment has been finalised to take into account the existing buildings and the proximity of the gas rings. The final alignment will then ease the tight S bend through the National Grid land.
 - The joint planning application with National Grid for the road will be submitted by 16/10/06 to meet the Committee approval for 27th January 07.
- Contamination:**
- Approval for access to site for Invasive Investigation has been agreed during the week beginning 18th September, with formal signed agreement received from National Grid on 25/09/06.
 - Topographical surveys have been completed, and topographical data received from the consultant on 30/08/06.
 - Detailed design has commenced on Phases 1 & 3 of the project (existing carriageway), however detailed design on Phase 2 cannot commence until the completion of contamination testing on the National Grid site.
- Funding/Grant Offer:**
- Grant Offer accepted, signed and submitted to DFT. Correspondence requesting extension to A3.34 sent to DFT on 30/08/06 (extension agreed to 29/09/06). Formal agreement to build a road on their land sent to National Grid on 26/09/06.

Regeneration Stream Board

(6) COUNCIL OWNED LAND

PROJECT DESCRIPTION / OBJECTIVES

- To resolve the future of key surplus, derelict or under used sites in Council ownership.
- To secure economic, community and environmental benefits and where appropriate the long term future of protected historic buildings.
- 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: £66k
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Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
A	A	A	G	G	G	G

MANAGEMENT SUMMARY

Progress/Issues

Tottenham Town Hall

Project Sponsor:
Andrew Travers

Project Manager:
Dinesh Kotecha

- Following presentations and interviewing of bidders a report with recommendations is now scheduled for the Executive on 31st October.

Hornsey Town Hall

- The Executive on 3rd October approved proposals in respect of a development brief and establishment of a managing company/trust. This will enable marketing with recommendations on the preferred development partner and future management arrangements now timetabled for February 07.

Hornsey Depot

- Report on the development proposal, with recommendations, is scheduled to report to EAB then The Executive on 31st October.

Regeneration Stream Board

**(6) COUNCIL OWNED
LAND CONT.**

Wards Corner and Apex House sites

- Negotiations will be undertaken with the proposed developers of Wards Corner to determine the terms upon which the Council may be recommended to include Apex House within the scheme.

Regeneration Stream Board

(6) WARDS CORNER

PROJECT DESCRIPTION / OBJECTIVES

To develop Wards Corner. The developer is the Grainger Trust.

Original End Date: March 2009

Current End Date: April 2010

Project Budget: £TBC

Forecast spend: £TBC

Spend to date: £TBC

MANAGEMENT SUMMARY

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

Wards Corner is recognised as a gateway location within the borough, situated at the apex of Seven Sisters and Tottenham High Roads. For decades it has been in a dilapidated condition. The proposal is to provide a new landmark mixed use development scheme which will include residential and retail units alongside improvements to the safety and design of the Seven Sisters underground and railway stations.

Project Sponsor:
Justin Holliday

Project Manager:
Fiona McLeod

The proposed development at Wards Corner will compliment the Council's High Road Improvement Strategy and is important for the successful transformation of Tottenham High Road and its environs. The Bridge New Deal for Communities (NDC) initiative also places a high priority on the site's redevelopment. Haringey Council and the Bridge NDC are working together to support the regeneration of this area by seeking to provide a quality development which will improve the living, working and leisure environment.

At present there are issues which require resolution before moving to the next stage in the development process. Work is being undertaken to address those issues and agree a basis on which the parties can proceed. The current timetable for completion of this development is 2010. However, this timetable is subject to a number of matters, including the timely resolution of planning and CPO issues.

Budget and Resources:

The overall rating is Amber. The current budget for land acquisition, set aside by the developer, including associated CPO costs is 13.5 million pounds. The NDC budget for the current year is £159 460.00. The total project budget is yet to be determined.

Regeneration Stream Board

(6) WARDS CORNER CONT.

Issues:

- Achieving the land acquisition within the projected costs
- Scheme costs
- The basis for including Apex House
- Planning permission and CPO consent
- Unfavourable public/community/business response to proposals
- An improved transport interchange
- Parking

The work required to enable Grainger Trust to achieve 65% land acquisition on the Wards Corner site is now well advanced. Completion of this acquisition will move Grainger Trust from a position of minority to majority land ownership in one step.

Risks:

- Planning: A protracted planning process resulting in significant delay
- CPO: This is time consuming and carries inherent risks. However, the parties are taking steps to minimise these and have factored in the possibility that there may be a CPO inquiry
- Rights of Light: Consultant have been instructed to identify an envelope within which a development can take place without any significant breach of rights of lights
- Development costs: The mixed land ownership on the site has resulted in high land assembly costs. The cost of development will need to be carefully considered and thereafter tightly controlled, to avoid any resulting adverse impact on viability
- Mayoral support for the scheme: The Mayors tool kit will be used to ensure that the scheme addresses any issues which should be considered prior to referring the development to the GLA.
- Engineering: The site is subject to complex engineering constraints due to the configuration of the tunnels, booking hall and escalators. These constraints limit the size and height of the building and have implications on construction techniques and development costs.

SECTION 2 – CHILDREN AND YOUNG PEOPLE STREAM BOARD

Children & Young People Stream Board

(1) BUILDING SCHOOLS FOR THE FUTURE
LEVEL 1 PROJECT

PROJECT DESCRIPTION/OBJECTIVES

The overall objective(s) for the BSF project in the London Borough of Haringey is to maximise the life chances of all young people, give parents choice of high quality schools where their children can learn with confidence and support schools to work at the heart of their communities

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

- Deliver a Strategic Business Case (SBC) that describes the education vision for the London Borough of Haringey and details how education transformation is going to be delivered;
- Deliver an Outline Business Case (OBC) for the first and the second wave of schools to be delivered as part of the BSF programme;
- Prepare the London Borough of Haringey for the procurement of delivery partners which includes involvement of the existing PFI provider (SMIF) to 8 of the Borough's secondary schools.
- Implement delivery of the BSF programme which includes building works to all secondary schools in the borough, as well as delivery of a new school.
- A major part of the programme in delivering a managed ICT service to all schools in the borough, which includes spending in excess of £20 million on this new service.

Original End Date: 2011 End date last month: 2011	Current End Date: 2011	Original Budget 2006/7: £34,007m Revised budget 2006/7: £22,757m (Total project budget to 2010/11: £177m)	Spend to date: £7.679m Forecast spend: £22,757m
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Risks	Issues	Resources	Budget	Timescale	Status	Month Last	Month This
A	A	G	A	A	A	A	A

MANAGEMENT SUMMARY

Progress

- OBC has now been submitted to PfS, with approval expected end of November. PfS comments are being dealt with by return.
- Discussions with SMIF have concluded and resulted in a protocol agreement which have been included in the OBC. A legal agreement is targeted for completion 15th December
- The project is progressing into the delivery phase and resources are being organised accordingly. The JPMT and subgroups are established and are meeting regularly. The remit of the subgroups is being reviewed for the delivery phase. Programmes for involvement of LBH IT and Procurement are being agreed

Project Sponsor:
Andrew Travers

Project Manager:
Gordon Smith

Children & Young People Stream Board

(1) BUILDING SCHOOLS FOR THE FUTURE CONT.

- An OJEU for construction partners has been produced due for publication at the time of this report. This has been developed in discussion with PfS. An OJEU for ICT MSP is being prepared
- Solicitors progressing resolution of interface issues and have undertaken to integrate new works with existing PFI contract
- Purchase of new site at Heartlands is progressing, with completion aimed for end of November
- There have been debates on ICT procurement , particularly with regard to competitive dialogue or negotiated OJEU procedures. Resolution is expected in the next week
- The implementation of the Communications Strategy is on-going.
- Construction works for the new 6th Form remains on programme
- Tenders have been received from designers and evaluation is now in hand, the intention to appoint by end of year. 3 tenders rejected due to late delivery
- Insurance issues are being considered as part of the implementation protocol to be finalised by SMIF. Separate work streams will report to JPMT^ are being established, as well as a Programme Support Office. These work streams will comprise Construction, Transformation and ICT.

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 projections will be provided once the overall project programme is confirmed. Projected year on year budgets have been established. Further abnormal sums are to be confirmed by PfS, however a contribution by LBH will be required to secure funds
- 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.

Timescale

- An updated programme has been produced for inclusion in the OBC. To be validated at a workshop on 18th October.

Issues and Risks:

- The Amber status for issues and risks highlights the key risk in agreeing the procurement process with SMIF and obtaining approval to the OBC.
- Risk register has been updated and is included in the OBC.

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: £1.395m
Forecast spend: £6.891m

MANAGEMENT SUMMARY

Coldfall

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

Overall programme

- The Primary Schools Capital Projects will be subject to a separate report to the Executive in November advising on a revised five-year capital programme for the Children's Service. This will reflect increased costs and re-phasing on these projects.

Coldfall Expansion

- Project is proceeding to planned timescales
- The construction works are approximately 97% complete

Budget

- There is a projected increase in project expenditure for client authorised variation, deferred works, additional design costs, presently unauthorised and unforeseen variations. The construction cost increase was reported by the project cost consultant to the project core group on 25th July 2006. The total estimated value of these projected variances (including additional design costs) is £491,000. These revised costs will be included in the report to Executive in November.
- The revised budget profile does not reflect the recent authorised budget increase of £95K for reception/entrance works.

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 scale	Budget	Resources	Issues	Risks
R	G	A	R	G	A	R	

Coleridge

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

Tetherdown

Status / Budget / Risks:

- The project will cost £500k more than the estimates upon which the current budget was based. is anticipated across the life of the project. This additional expenditure will be subject to the approval of the proposed five-year capital programme by the Executive in November.

Progress

- The overall project is in delay against original programme. This has led to a change to admission arrangements in September 2007.
- The rest of this report focuses on the construction project.
- The main contractor (Durkan) took possession of the site on 30 May 2006. The contract is due for completion on 2 October 2007 (70 weeks).
- The contractor is progressing the works and is on programme, with no delays reported
- The concrete foundations have been completed.
- Columns at lower ground floor have been constructed.
- First floor slabs are being constructed.
- Drainage has been installed with pipework evident in the areas completed to date.
- Services ducts have been installed across existing playground
- No adverse reports received from school, neighbours or the public

Coleridge

Status / Budget / Risks:

- An £800,000 overspend is anticipated across the life of the project. This overspend will be subject to the approval of the proposed five-year capital programme by the Executive in November.
- 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).
- We are aiming at making a Planning Application on 14 November 2006.
- The planning application will include a significant amount of survey and recommendations on all aspects of the proposals. Consultation will increase up to 14 November 2006, and continue during the planning period (8 -10 weeks). Evidence of the additional consultation will be provided to the Planning Officer.
- The Stage C design and cost report needs to be signed off by the Council and school.

Children & Young People Stream Board

(2) PRIMARY SCHOOLS CAPITAL PROJECTS CONT.

Broadwater

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

- Stage D design is progressing.
- The current cost estimate is £6.47m, £470k above budget. A report will be placed with Executive in November with a recommendation for any increase. Need to review impact of:
 - Transport Assessment, impact, recommended actions, and consultation
 - Form of procurement (New Haringey Framework with mini competition) and impact on programme. The programme has been amended to reflect 2 stage design and build so that the consultation with the contractor can commence earlier.
 - Planning Application and Conservation Area requirements

Broadwater Farm

- A funding plan for this project has now been developed and stakeholders have been consulted. The RAG status in this report reflects the previous plan. Subject to agreement at 31 October Executive, statutory consultation will start in January and the project will be re-programmed accordingly.

Timescale / Risk

- The Broadwater Farm project was 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.

Budget:

- Match funding of £1.48m is required from the Council to the approved Targeted Capital Fund (TCF) grant of £5m. This will be subject to the approval of the proposed five-year capital programme by the Executive in November.
- The programme is under review regarding contract options, EU requirements, consultation and Haringey procurement approval process.

Issues:

- 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
- Good external sport facilities with shared use (school and community) are likely to be more desirable in this area than additional affordable housing.

Children & Young People Stream Board

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

**Crowlands: Insurance
reinstatement after fire**

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

Crowlands: Insurance reinstatement after fire

- The fire damaged block was made secure and unsafe structures removed by Squibb & Davies during period October 2005 to 7 April 2006. During this period the building was stripped of damaged and redundant finishing's and fittings.
- The Council's selected construction partner – Jerram Falkus Construction Limited (JFCL) – occupied the site on 10 April 2006 to commence enabling works ahead of specialist trades being brought to site to commence roof re-instatement.
- Roof coverings are being installed.
- Preparations have been made to commence a range of internal works. These will commence once roof covering has reached a certain point, expected in the next 2 weeks.

Budget

- Professional fees totalling £125,000 have been identified which are not covered by the insurers. These fees will be subject to the approval of the proposed five-year capital programme by the Executive in November.

Children & Young People Stream Board

(3) CHILDREN'S NETWORKS

LEVEL 1 PROJECT

NB. This project includes the Children's Centres Project

PROJECT DESCRIPTION/OBJECTIVES

In July 2005 the Council Executive agreed a delivery model for the Children's Service based on three Children's Networks, each consisting of two Network Learning Communities (NLCs) of schools but also including all services for children and young people from statutory and voluntary agencies. Key aims are:

- Fully implement the Children's Trust approach to the delivery of services.
- Implement the Common Assessment Framework by September 2007, including establishing a decision-making structure to oversee the assessment process
- Implement a protocol for exchanging information (with training, by September 2007) within and between agencies;
- Implement a strategic and operational commissioning strategy
- Establish 18 fully operational Children's Centres by April 2008, which will provide 700 new childcare places;
- 14,759 children 'reached' by children's centres by March 2008;
- Implement the Family Support Strategy by March 2007;
- Support schools [at least 30 primary and 4 secondary] to provide a range of extended services by September 2008.

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

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

MANAGEMENT SUMMARY

Timescale

The Project is on track with the milestones in the PID and we brought forward the implementation date of the Common Assessment Framework to October; this is due mainly to issue around the management of the process.

Project Sponsor:
Dr Ita O'Donovan

Project Manager:

In relation to Children's Centres:

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

Children & Young People Stream Board

Robert Singh

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

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

Children & Young People Stream Board

(3) CHILDREN'S NETWORKS CONT.

By mid May we had commissioned feasibility studies based on extensive knowledge of each potential centre and site visits were conducted to meet with Headteachers and Directors/Heads of organisations who had registered an interest. A summary of the Phase 2 Children's Centre Scoping exercise has now been drafted with a number of recommendations. Final recommendations will be made to the Executive for November 2006. This will enable us to comply with the Sure Start Unit deadline of December 2006.

Budget

Children's Centres

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

Some phase II funding has had to be allocated to complete the phase I centres which will impact on available spend for phase II – we wait final out-turns on each capital project

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

Resources

Children's Centres

The General Sure Start Grant for Phase II capital development is £4.5m (2006-08). However, there is the opportunity to link this with capital funding for extended schools (approximately £697,000) as many of the children's centre projects link to the provision of out of school childcare (as required by the Childcare Bill).

Children's Centre revenue is funding an additional support officer in Property and Contracts Team (Senior Project Manager for Children's Centre & Extended

Children & Young People Stream Board

(3) CHILDREN'S NETWORKS CONT.

Issues

Children`s Centres

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

Risks

Children`s Centres

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

In addition, we are aware that issues may develop around revenue funding for particular centres and will be working with all centres to closely monitor the situation.

Children & Young People Stream Board

(4) YOUTH SERVICE IMPROVEMENT PROJECT

PROJECT DESCRIPTION/OBJECTIVES

- Develop an 'excellent' and accessible Youth Service

Original End Date: TBC
End date last month: TBC

Actual End Date: TBC

Original Budget: £N/A

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

MANAGEMENT SUMMARY

Amber traffic lights

- The JAR inspection in June 2006 included an Extended Youth Inspection. The final report will be published on 10 October 2006. The inspection requires a Post Inspection Action Plan (PIAP) to be prepared to address the areas identified for improvement/development. It is therefore proposed that PIAP should be monitored through the Project Highlight Report. Progress with the PIAP will therefore be the main agenda item from the next meeting.

Details

- It has been agreed that the process of the part time reorganisation will continue for a further two months. All staff who submitted an application will be invited to an interview (October 2006) to determine whether they will be offered employment with the Youth Service.
- The newly appointed Curriculum, Quality Assurance and Training Officer is meeting with all staff to ensure there is consistency of recording young people's learning outcomes.
- A programme of activity has been developed which will mean that the detached team, using the mobile, will have a continuity of work in designated communities over the next 6 months.
- The building work has been completed but some IT installation work is outstanding.
- The main hall's floor board fixtures have become unattached from floor and use of main hall may pose a H&S implication
- The integrated programme is now being delivered at Bruce Grove Youth Centre two evenings and one after school each week.
- A full programme of activities are currently operational in all centres except Bruce Grove, where we are staggering the delivery of activities due to on-going snagging issues.
- The Youth Service Summer Bonanza which was a celebration of the holiday programme has taken place; young people received their awards from the Deputy Mayor.

Project Sponsor:
Janette Karklins

Project Manager:
Belinda Evans

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

Children & Young People Stream Board

- Meeting with Voluntary organisations who have used the Bruce Grove (prior to refurbishment) has taken place on 9th September.
- Youth Service has continued its involvement of the Peace Week by organising a football tournament (Bernie Grant Peace Cup) as well as various workshops throughout all youth centres. Youth Service also had a stall at Ducketts Common and some staff and young people participated in the Peace Walk
- An evaluation of the summer programme has taken place.

SECTION 3 – WELL BEING STREAM BOARD

Well Being Stream Board

(1) E-CARE							PROJECT DESCRIPTION/OBJECTIVES			
							<ul style="list-style-type: none"> Implementation of Framework-I (FW-I), a web-based social care workflow case management system in July 2005 to replace CI system Ensure that reliable operational and managerial information is produced for Council and Statutory reporting requirements. Have a consistent use of best practice across Social & Children's Services and enable the quality of social work practices to improve. Facilitate 'joint working' by providing staff from external health agencies to access case information within Framework securely. 			
Phase 2 End Date: Dec-07		Current End Date: Dec-07		Phase 2 Budget: £1788k		Spend to date: £270k				
End date last month: Dec-07						Forecast spend: £1788k				
MANAGEMENT SUMMARY							<ul style="list-style-type: none"> The Project Initiation Document (PID) for Phase 2 of eCARE was approved at the August project board and presented to the September Well Being Stream Board. 			
Risks	Issues	Resources	Budget	Timescale	Status	Month Last				
A	A	G	G	G	G	G	G			

Well Being Stream Board

Project Sponsor:
Catherine Galvin

Project Manager:
Andrew Rostom

- Two introductory workshops were held with the two Finance User Groups (FUGs) on the 19/09 and 21/09. The purpose of these workshops was to provide both FUGs with a formal induction as to the role they are required to undertake to assist the project team with implementing FWI Purchasing. Both workshops were well attended and feedback received on both days was positive.
- 'AS-IS' workshops commenced in Sept and the project team are visiting all service areas in both Social Services and Children's & Young People Services (C&YP), between 25/09 – 13/10. The purpose of these is to capture the existing business processes and system procedures used by teams to undertake their work. The next phase of workshops will commence in Nov where the project team will review their findings from the first workshops with the respective service area to validated them. The validated 'AS-IS' analysis work will be used as the basis for establishing / proposing the 'TO-BE' systems design.

Well Being Stream Board

(1) E-CARE CONT.

- Initial meetings have taken place between Corelogic and LBH to start formulating the Data Migration strategy. Once this has been reviewed and approved, a more detailed data migration plan will be developed to outline not only tasks to be undertaken by the project team, but also areas of data cleansing work to be undertaken by performance teams / services
- A Change Management strategy has been developed and reviewed with OD&L. This will be presented for discussion at the October Project Board. Change management tasks and activities are scheduled to commence from October.

Issues

- The performance issues with the FWI Live server were fully resolved on 15/09. This matter was raised at the monthly service review meeting between Corelogic and LBH, and IT Service Delivery are currently investigating what sanctions (if any), could be imposed on Corelogic in view of FWI downtime in Sept.
- Social Services is working with Corporate finance to handover the settlement of outstanding Techno park costs (both historic and ongoing), as it was agreed that these would be paid from a corporate budget

Risks

- A meeting took place on 20/09 to discuss how the C&YP Reconciliation project will need to work collaboratively with eCARE Phase 2. A separate highlight report will be submitted to the eCARE project board.

Well Being Stream Board

(2) COMMUNITY CARE STRATEGY IMPLEMENTATION

Project Sponsor:
Mary Hennigan

Project Manager:
David Bray

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: £2.522m
Forecast spend: £5.65m

Osborne Grove

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

The Red House

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

Cooperscroft

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

MANAGEMENT SUMMARY

Osborne Grove (New Build 32 Bed Respite Care Home)

The fifth contractor site meeting was held on the 27th September 2006. The contractor is currently reporting three weeks delay, however the overall programme is on target for the 25th March 2007.

The Red House (refurbishment)

- **Red traffic lights:** Despite a number of meetings with key personnel from the main contractor (Makers) over the last few months a practical completion certificate has still to be issued. Occupation has been achieved however a definitive list of incomplete items is considerable and is currently being worked through. The residents relocated to Cranwood and Broadwater moved back on the 25th and 26th September 2006 respectively. Communication with Makers Managing Director is ongoing.
- As a result of the six week delay in completing the refurbishment, the Council is seeking 'Liquidated Asset Damages' totalling £28,500 from the contractor.
- As a result of the contractors overall performance a decision was made to exclude all works other than those in the tendered specification. Therefore although additional works have been identified and scoped they are currently being procured as a separate mini-project. In addition landscaping was removed from the main contract due to the need to undertake works at appropriate seasonal times.
- Furniture and equipment requirements are currently being managed; new furniture has been received in addition to obtaining items from Trentfield.

Cooperscroft (TUPE)

- The exchange and completion for the disposal of Cooperscroft was successful on the 30th September 2006.
- £3,138,900.39 received from Rockley Dene.

SECTION 4 – BETTER HARINGEY STREAM BOARD

SECTION 5 – HOUSING STREAM BOARD

Housing Improvement Partnership Board

(1) REPAIRS PROCUREMENT	PROJECT DESCRIPTION/OBJECTIVES <ul style="list-style-type: none"> To achieve the procurement of a value for money responsive repairs and maintenance service for Haringey’s tenants and leaseholders. Test the R+M market in order to identify providers of the service best able to deliver a fit for purpose solution for both the council and its housing clients. High level objectives for this project are to: <ul style="list-style-type: none"> establish and confirm resources to oversee development of service specification, appointment of external resources and the procurement process develop and implement a housing repairs procurement strategy that adopts modern procurement practices that aim to secure value for money and efficiencies. 						
	Original End Date: Apr-07 End date last month: Apr-07		Current End Date: Apr-07		Project Budget: £100,000		Spend to date: £Nil Forecast spend: £100,000
MANAGEMENT SUMMARY							<p>Following revisions to the delivery programme, the overall RAG status remains Green.</p> <ul style="list-style-type: none"> A soft market test was held on 20 September and board Report presented on 27 September. The OJEU notice and PQQ have been developed and are ready for issue. HR have assembled initial TUPE information. The Board, advised by EMT, has decided to seek alternative bids in respect of vehicle leasing and call centre. Leaseholder consultation notice has been approved and should now have been issued to all leaseholders. Meeting with Director of Environment was undertaken by HfH CEX to identify holistic approach to Account negotiations. DLO staff notified about intended procurement. Ridge confirmed as project manager. <ul style="list-style-type: none"> 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.
Risks	Issues	Resources	Budget	Timeliness	Status Last Month	Month Status This Month	
<p>Project Sponsor: Stephen Clarke</p> <p>Project Manager: Ridge and Partners</p>							

Housing Improvement Partnership Board

(2) ADAPTATIONS PROJECT

PROJECT DESCRIPTION/OBJECTIVES

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

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

Current End Date: Dec-06

Project Budget: £2,350m

Spend to date: £440k
Forecast spend: £2,350m

MANAGEMENT SUMMARY

Activities

- All key processes have been examined and mapped and an action plan has been prepared. The procedures manual is waiting amendment to align with the new structure.
- Phase 2 PID developed, to be presented to the project board on the 9th October 2006.

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

Housing Improvement Partnership Board

<p>Project Sponsor: Anne Bristow</p> <p>Project Manager: Gary Jefferson</p>	<ul style="list-style-type: none"> • New structure implemented: new admin and surveyors started 02/10/06. They are working as a team from 639 as accommodation is not available presently. They are cleaning up all cases which require closing, payments and retentions and will be putting new cases on site to ensure this year's spend. <p>Budget</p> <ul style="list-style-type: none"> • The budget status has returned to green. £1.3m additional capital obtained; £319,000 to private sector adaptations, £981,000 to council property. Authorisation to be requested to potentially move capital between private and public sector adaptations to ensure full commitment and the achievement of targets. • Commitment within council housing is £1,534,500. • Commitment within Disabled Facilities Grants (DFG) and repairs is £800,000, a further £319,000 will be committed to 2 surveyor posts (£40k) and £279,000 additional approved grants to go on site shortly. This will enable an additional 25 adaptations to be put on site; however this could leave in excess of 250 cases which have been assessed as outstanding. This could relate to a spend of £1.8m. Next years allocation of £800k will deal with approx 900 cases. It is likely that 250 new cases could be assessed next year and therefore the problem is clear that waiting lists in the private sector will continue to grow unless cases can be resolved alternatively.
<p>(2) ADAPTATIONS PROJECT CONT'D</p>	<p>Issue</p> <ul style="list-style-type: none"> • On-line catalogue is not yet operational. An exception report was requested at the last HIPB. • SAP materials management went live on 18th September but due to technical difficulties with financial postings it was taken down. Problems have now been resolved and it will be back running on the 11th October. <p>Timescale</p> <ul style="list-style-type: none"> • Framework I go-live delayed until 31st October 2006 (slipped from 1st Oct 2006). This is due to resource constraints in the E-Care Team. <p>Risk</p> <ul style="list-style-type: none"> • Contingency plan needs to be drafted if funding is not secure for council property adaptations 07/08 onwards and £1.450 has been put into the PBPR.

Housing Improvement Partnership 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

Management Summary

For the month of September, there has been significant progress on reducing the monthly turnaround figure, reducing the total number of current voids to the lowest figure for this financial year and on increasing the percentage of voids being repaired and let within the 27 day target to the highest figure for this financial year.

The year to date turnaround figure continues to be high reflecting the fact that we are letting a substantial backlog of voids with considerable void periods and are not turning around a sufficient number of properties within the 27 day target.

Progress has been made on reducing the backlog of voids held within the Voids Repair Team and this reduction will allow the team to concentrate on turning around new voids more quickly.

The Lettings Team have also made progress on increasing the monthly acceptance rate to the highest figure for four months and in maintaining the number of successful lets to the high level achieved in August – these improvements are predominately due to offers being validated more effectively as well as last month’s introduction of accompanied viewings.

A further review of all voids at the repair stage (as at 17/9/06) has been completed and target repair dates have been set for all voids to include those with Structures, day to day repairs, those undergoing mini-modernisations and adaptations.

Project Sponsor:
Beverley Taylor

Project Manager:
George Georgiou

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

Housing Improvement Partnership Board

(4) EMPTY PROPERTY PROJECT CONT.

Work has been completed this month to project the monthly and year to date turnaround performance taking into account the current voids held and the anticipated number of new voids from October 06 to March 07 inclusive.

From this, the year to date turnaround performance which currently stands at 63.61 days is projected to fall to 45 days by the end of March 07.

A comparative analysis of turnaround performance has also been completed for new voids received and let since April as well as for all voids held and let. This analysis is contained within this report.

Key priorities for October include:-

- Pre-allocation of all 'offerable voids'
- Further reducing the total number of voids and the number of voids at the repair stage
- Pro-actively managing the voids held at 17/9/06 as a separate project
- Turning around more new voids within the 27 day target
- Ensuring that the information recorded on OHMS is correct - in particular ready for let dates
- Addressing productivity issues within the Void Repairs Team and Lettings Team
- Assessing the implications of Home Connections and gearing the organisation for its implementation

Generally, there will be an increased focus on ensuring that voids at the repair stage are turned around more speedily and the Voids Manager will hold weekly performance meetings with each Voids Co-ordinator to facilitate the objective.

The Lettings Team will also concentrate resources on pre-allocation, accompanied viewings and the speedy letting of voids; particularly VUNs.

Budget

- Additional Lettings staff will impact on budget
- Additional contractor spend will impact on budget
- No budget allowed for printing and publication of Lettable Standard: 16 page full colour document x 10,000 copies - £4262.25. 20 page full colour document x 10,000 copies - £5359

Housing Improvement Partnership 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 Last Month	Month Status This Month
G	G	G	G	G	G	G

MANAGEMENT SUMMARY

Successful official launch on the 4 October 2006. Very good attendance by both stakeholders and members. The new P&O manager – Hilda Bond is settling into the post well and is being provided support by both the staff and managers in the service.

Problems with the Rent Service have led to the slow down of available housing options for our customers but the Housing Supply Team have recently met with them and we should see some improvement soon. Due to further successful appointments the P&O service will soon be running to full staff capacity and which will allow for the development of homeless prevention work.

A meeting with Unison has also been held to review risk assessments for both Wood Green Customer Service Centre and Apex House. Although it was agreed to leave unchanged it must be noted that staff and the health and safety rep present stated that working practices have improved dramatically since the launch especially in regard to stress levels.

Project Sponsor:
Julian Higson

Project Manager:
TBC

Housing Improvement Partnership 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

Current End Date: Dec-06

Project Budget: Budget under development

End date last month: Dec-06

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

MANAGEMENT SUMMARY

Executive approval for the Lettings Policy was given on 12 September 2006.

Timescales / Resources / Risks:

The start date for the electronic Re-Registration exercise projected to begin on 21st August 2006 was delayed but commenced on 30th August 2006. All forms were dispatched and the formal date for return has passed. There have been approximately 11,000 returns to date. The impact of the re-registration delay on Home Connections is significant, and this is not likely to go live by the projected date. This was discussed briefly at the HIPB on 2 October 2006. A number of intervention measures have been agreed to minimise any delay. These intervention measures include the appointment of additional expert staff on a temporary basis and steps to reduce the day-to-day management workload of key staff involved in the project. An action plan outlining these measures has been prepared.

The Project is at a critical phase in terms of ICT solutions for re-registration and pointing. Daily contact with key suppliers is being maintained to minimise and address risks and issues.

Project Sponsor:

Julian Higson

Project Manager:

None in place

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 criteria • One job evaluation scheme to be used for all staff within a specified pay range • Pay protection arrangements • A set of premium rates to be applied to employees required to work 						
	Original End Date: 31-03-07 Revised End date: 31-03-07		Current End Date: 31 March 2007		Project Budget: £100,000		Spend to date: None Forecast Spend: £100,000
	Risks	Issues	Resources	Budget	Time scale	Status Last Month	Month Status This Month
	G	G	G	G	A	G	G
Project Sponsor: Andrew Travers Project Manager: Steve Davies		MANAGEMENT SUMMARY <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 have been 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. 					

People Stream Board

(1) EQUAL PAY REVIEW CONT.

Progress since last period

- Due to conflicting meetings, meetings were not held with Trade Union Representatives to discuss the following (an additional meeting will be scheduled for October to address this)
 - Price tag and assimilation
 - Initial and future job evaluations
 - Accident pay
 - Long service awards
 - Pay date
- The following aspects have already been agreed: pay structure, range grades, pay progression, recruitment and retention allowances
- Meeting with Change Manager to discuss communication did not take place due to staff absence.

Timescales

- Stakeholder negotiations deadline were extended from March to October this year. Negotiations with Trade Unions are not now expected to be completed until December. This means that timescales for implementation will have to be shortened and more work will be required in the last quarter of this financial year. We still expect to meet the main timescales for implementation.
- 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-07
End date last month: Apr-07

Current End Date: Apr-07

Project Budget: £11,000

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

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

MANAGEMENT SUMMARY

Progress

It has been agreed that we should reschedule the re-recognition process to Oct 07, given the results of the staff survey. This will provide the opportunity to embed and then assess the effectiveness of the new competency framework, performance appraisal and other initiatives to improve management effectiveness. A new milestone plan will be presented to the stream board in November.

The current milestones in the liP PID will be revised to take account of the rescheduling of the recognition process, from Jan 07 – Oct 07. The revised milestones will include the new Competency Framework and Performance Appraisal and the Leadership Programme Phase 3 as these initiatives will be included in the scope of the liP re-recognition process. The work on the Impact projects will continue and the Evaluation project will be included in the Corporate Framework timetable. The revised milestones and a Corporate Action Plan will be presented at the November Stream Board meeting.

An Impact Project Group methodology has been drawn up and will be presented at this Stream Board meeting. Also, meetings have been held with the service heads of the three Impact Project Groups, BLT, Housing Services and Parking.

Risks

- 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.
- Reshaping of the council structure may affect staff morale. We are mitigating this risk by rescheduling to allow the restructuring time to embed. We also have change management principles and methods applied in reorganisation projects.

Project Sponsor:
Philippa Morris

Project Manager:
Karen Rowing

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: 31-03-07
End date last month: 31-03-07

Current End Date: 31-03-07

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

MANAGEMENT SUMMARY

Progress

- The new corporate health and safety policy was presented to Corporate Health and Safety Committee on 27th September. Directorate Service Liaison Officers will now cascade the policy to all service workplaces under their responsibility. It was agreed that the forthcoming Council reshaping will mean that a further review of the policy will be necessary during April 2007.
- The Stress Policy has been revised and is awaiting final comments from the Working Group and Trade Union representatives. All comments to be received by 13th October.
- It is intended that the Stress Policy Working Group should be transferred to the HR Well-Being Strategy Group once the new corporate policy has reached final agreement. The project manager will continue to lead this group.
- The E-Learning Software being procured by Organisational Development and Learning is being finalised and will be ready for demonstration during October. The Corporate Health and Safety Team will agree the roll-out strategy with OD&L by 13th October.
- A Social Services representative has joined **the Project Board with effect from October 2006.**

Project Sponsor:
Stuart Young

Project Manager:
Dave Cope

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

People Stream Board

(3) CORPORATE HEALTH & SAFETY ACTION PLAN

Budget

- The funding of the e-learning software package amounts to £18,000 and will be provided by Organisational Development and Learning. Necessary changes to the Project Initiation Document have been made and will be submitted to the October Stream Board.

Issues

- Responses from Directors/ Assistant Chief Executive's for additional Safety Liaison Officer resources for Corporate Health and Safety Committee to cover Access, Legal, Customer Services and Neighbourhood Management have still not been received. Head of Personnel to resolve.

SECTION 7 – VALUE FOR MONEY STREAM BOARD

Value for Money Stream Board

(1) ASSETS STRATEGY							PROJECT DESCRIPTION / OBJECTIVES			
							<p>To ensure development and implementation of the corporate Asset Management Plan and the effective provision and utilisation of assets to support the Council's overall objectives.</p> <p>Specific project objectives are to:-</p> <ul style="list-style-type: none"> • Introduce a single framework for the corporate management of property which will increase the efficiency and effectiveness of building management. • Rationalise the accommodation portfolio and provide office space which is suited to modern ways of working. • Review of Commercial and Community Building portfolios to align them with Council priorities and value for money objectives 			
							Original End Date: Dec-2008 End date last month: Dec-2008		Current End Date: Dec-2008	
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks	CORPORATE MANAGEMENT OF PROPERTY			
A	A	A	G	G	G	G	<ul style="list-style-type: none"> • A report recommending the transfer of management responsibility of the operational property assets from Directorates to Corporate Property Services, was approved by the Executive on 12th September 2006. • A new communications role has been established to ensure continuous and clear communications throughout the project and liaise with Key Stakeholders across the Council to take Corporate Management of Property forward. This additional resource has enabled an evaluation of the Helpdesk's performance and user satisfaction. Feedback from staff and customers has been positive. • The Helpdesk report writer is now fully installed and management information is in the process of being extracted and analysed. An initial assessment of backlog of maintenance and compliance issues has been made across the portfolio. Progress has been made with Raindrop who have agreed to address issues about support for the report writer. 			
<p>Project Sponsor: Andrew Travers</p> <p>Project Manager: Dinesh Kotecha</p>										

Value for Money Stream Board

(1) ASSETS STRATEGY CONT.

ACCOMMODATION STRATEGY

- Refurbishment of Alexandra House is continuing to timescale. A Capital bid has been submitted in the Business Planning process in relation to refurbishment of 40 Cumberland Road using the new office model established in River Park House.
- Work is continuing to establish future accommodation requirements and complete the vacation of buildings (Town Halls and Civic Centre) from Phase 1.

Timescale:

- Timescales for the refurbishment of 40 Cumberland Road are not known. This is now subject to Capital bid thus work is unlikely this financial year. Decant space needs to be identified.

PORTFOLIO REVIEWS

- PIDs have been prepared for reviews of Commercial and Community Buildings portfolios. The timescale for reporting is March 2007 and Executive on 31st October 2006 respectively.

Value for Money Stream Board

(2) 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 and 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	Timeliness	Status Last Month	Status This Month
R	A	A	R	R	R	R

MANAGEMENT SUMMARY

Exception Report

- The September Procurement Project Board was cancelled due to annual leave resulting in a lack of attendees.
- Management information is being generated globally and by directorate/BU by Hays and should be available week beginning 9 October. This will provide information on number of agency placements and charge (£). This will be logged as a regular request and timed to tie in with this highlight report. This will provide more up to date information that is available at any time on SAP as, although there is now a better flow of invoices, there will always be inherent delays.
- Savings originally identified have either, failed to produce the expected savings, or the savings have been put against budget reductions. A paper was presented to CEMB at the beginning of October setting out options to deal with the current issues. Following discussion at CEMB it was agreed that a further review of the Procurement programme and processes will be undertaken. The Head of Procurement will be developing a briefing paper on the Transport Procurement Project for Members which will be reported to VfM Stream Board.
-

Project Sponsor:
Anne Bristow

Project Manager:
Michael Wood

Value for Money Stream Board

(2) PROCUREMENT PROGRAMME CONT.

DETAIL:

Transport Services

- Project team meetings and Project Board meetings have taken place in this period. A revised PID has been circulated for comments. The deadline for the PQQ return has now expired and 27 returns have been received and are currently being evaluated.

Legal Services

- Legal services have reported that they will not be attending the meeting of the 5th October as there is currently no progress to report. It has already been identified that the levels of potential savings are minimal and the project will now look at more effective ways of working to achieve efficiencies.

Training Consultants

- PID to be bought to eh November PPB

Marketing and Communications – Reporting to Customer Focus Board

- Spend analysis is currently being undertaken on all external printing works. Progress to be reported back to December PPB

Energy.

- New contract to be entered into in November.

Directors Reports

- No Directors reports have been received to date. CPU to follow up and issue guidance to directorates.

New Wins- carried forward from August PPB.

- New areas for savings have been identified as
 - Social service care
 - Telecommunications
 - Voltage optimiser
 - FM Contracts

Value for Money Stream Board

(3) 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.

MANAGEMENT SUMMARY

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

- The project will implement the Use of Resources Action Plan.
- A report with the revisions to the efficiency review methodology was presented to the value for money stream board in August. An efficiency review in benefits and local taxation has begun and additional recommendations for reviews include learning disabilities and street cleaning. The report will go to management board on Oct 24th.
- The Use of Resources self assessment has been submitted in mid September and will also be audited in October.
- Results of the Use of Resources and Value for Money will be known in December 2006 but will not be published until February 2007.
- The partnership list has been requested by the audit commission as evidence for the use of resources. The list needs to be updated by member services.

Timescales:

- The review of effectiveness and costs of debt recovery was due to be completed by March 2006. This was pushed back to July/August 2006 but has not yet been completed. An exception report is required for the next UOR meeting on debt recovery.

Project Sponsor:
Gerald Almeroth

Project Manager:
Kevin Bartle

Value for Money Stream Board

(4) BENEFITS & LOCAL TAXATION VFM REVIEW

PROJECT DESCRIPTION / OBJECTIVES

- To identify the reasons for Haringey's BLT service appearing to be a high cost service in relation to similar Local Authorities.
- To establish/verify current cost, performance and productivity levels and to make comparison to similar Local Authorities and the wider market place. Make recommendations for cost reduction, and/or improved performance/productivity, if applicable.
- To examine the correlation between cost and performance and to establish whether high cost is a factor in achieving a high performing service.
- To establish current and predicted volumes of work and the optimum resource levels required to handle them and to review the current staffing structure to reflect the current and predicted future need. (This will be referenced to the Council's desired CPA Use of Resources and VFM scores)
- To examine the performance of Customer Services and the CITS provision to the BLT service in terms of cost and quality. Where appropriate make recommendations to improve the quality of service received.
- To identify other models for service provision (added by VFM stream board)

Original End Date: February 2007

Current End Date: February 2007

Project Budget: N/A – Project being undertaken within existing resources

MANAGEMENT SUMMARY

The purpose of the project is to carry out a Value for Money (VFM) review of Benefits and Local Taxation (BLT). The Audit Commission VFM profiles identify Haringey Council's BLT service as high cost in relation to our neighbours. The project will assist in verifying the source data, addressing the Council's efficiency and value for money agenda and will contribute to the Use of Resources block of the CPA.

The review started in September and this is the first Project Highlight Report covering the period 1 – 30th September 2006.

The key activities undertaken during the period are outlined below:

- Initial project documentation including Project Brief and draft Project Plan signed-off by Project Board
- Service self assessment completed and returned to Project Manager
- Initial interviews with relevant staff undertaken.
- Internal financial and performance data/information for BLT and Customer Services identified and requests made for relevant documents.

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

Project Sponsor:
Paul Ellicott

Project Manager:
Jaine Le Cornu

Value for Money Stream Board

(4) BENEFITS AND LOCAL TAXATION VFM REVIEW CONT.

- Existing external financial and performance benchmarking material identified
- Customer survey activity identified.

Risks:

- Lack of quality benchmarking data. Informal contacts will be used if information is not being made available.

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:
BI: 1-Aug-06
CMS: 5-Dec-06
Upgrade: 31-Oct-06

Current End Date:
BI: Not achieved, new date TBC
CMS: 5-Dec-06
Upgrade: 31-Oct-06

Project Budget: £500k
(upgrade & transactional efficiency)

Spend to date: £51.946k
Profiled budget to date: £45.741k

CMS

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

Project Sponsor:
Andrew Travers

Project Managers:
Ian Andrews / Jane West /
Kamla Chetty / Julia McClure

MANAGEMENT SUMMARY

CMS

- The cFolder resource from Logica came on site on the 14th September to carry out a demo of cFolders. Access has been provided to the project team for them to be in a position to become familiar and commence work in this area of the system.
- We are on track for the completion of the priority scripts for CMS (eTendering) estimated completion is the 8th October with less priority ones being completed during testing. Two resources have been identified to support the test manager in the production of testing material, and to also commence work on training material for CMS in readiness for the phased roll out in 2007.
- The Change Management workshop went ahead on the 24th August and identified areas of the business that CMS would affect. A communications Plan was drafted and has been agreed. Work has commenced on communications going out to the business and meetings have been arranged.

Value for Money Stream Board

(5) TRANSACTIONAL EFFICIENCY CONT.

Business Intelligence

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

Upgrade

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

Risks/Issues:

- Due to the project Team becoming more familiar with the CMS System, there are various changes that are needed to ensure that it meets requirements of the business, there are also requirements from the business that were not specified in the Blueprint, due to this both Logica's and Haringey's Project Managers will be drafting a change / issues log with priorities, which will need to be agreed at the Board.

BI

Timescales / Issues/Risks:

- The work on the standard 10 reports has been completed as far as it can. Validation of the data extracted into the reports has not been possible due to the problems encountered with the BW PRD server. Documentation has been provided by LogicaCMG to enable the FST to understand the build of info-providers (the way data is stored in BW for compiling reports). This documentation together with skills gained from external training courses should enable internal FST staff to undertake BI report development with reduced input from LogicaCMG in the future.
- A deadline of 24th August was set for LogicaCMG to produce a plan, should SAP be unable to resolve the issue of data transfer from the R3 PRD server to the BW PRD server. This plan was put into place and three options to resolve the problem identified. Option 1 was SAP could fix the issue; Option 2 was that the data would be transferred in small chunks (labour intensive). The most radical was a complete rebuild of the BW server if options 1 & 2 failed. Option 3 had to be implemented.
- The rebuild has begun and a plan is being drafted by Mark Tindall to schedule the completion of this work. It is anticipated that a completion date of 25th September is envisaged.
- Due to the technical difficulties with the data extraction and server rebuild, the scheduled go-live did not materialise on the 1st August, a new date will be agreed once the rebuild has been finalised.

UPGRADE

- The new test environment has been released to Finance and Procurement to commence user acceptance testing (UAT), which is progressing well.

Timescales / Issues:

Value for Money Stream Board

								<ul style="list-style-type: none"> Unfortunately, the HR module has not been released for testing as there is a fundamental problem whereby HR are not able to run payroll. This has resulted in a delay with HR testing, which was due to commenced Monday the 25th of September.
(5) TRANSACTIONAL EFFICIENCY CONT.								<ul style="list-style-type: none"> The HR issue has been escalated to SAP by Logicacmg. The Haringey Project Manager has also spoken to the account manager at SAP to review the problem. A joint statement has been requested by Andrew Travers from the Account Manager at SAP and the Director of Global ERP services at Logicacmg to be with Haringey by the 2nd of October. Until we have confirmation from Logicacmg on when this problem is resolved for HR, Haringey are not in a position to schedule and plan end to end testing. With testing being delayed three times now due to technical problems; more importantly the slow turnaround for resolution of issues has impacted the go-live date once, but may do so again. Once we have confirmation of this fix, we will then assess on whether another revised go-live date will need to be released.
Transactional Efficiency								
Status This Month	Status Last Month	Time scale	Budget	Resources	Issues	Risks		
R	N	N	N	N	N	N	<p>TRANSACTIONAL EFFICIENCY</p> <ul style="list-style-type: none"> This project has been placed on hold until further notice. 	

SECTION 8 – CUSTOMER FOCUS STREAM BOARD

Customer Focus Stream Board

(1) **INSOURCING ICT**
LEVEL 1 PROJECT

PROJECT DESCRIPTION/OBJECTIVES

- To transition support of the infrastructure delivered by the Tech Refresh programme from the project team to permanent staff
- To outsource the Networks and Security element to a new managed service provider and to purchase 3rd party software tools as required by the service management design
- To design processes and develop role definitions to deliver a user support and infrastructure maintenance service based where applicable on ITIL recommendations.
- To design an organisational structure that encapsulates the defined roles and processes, utilising existing resources as much as possible to fill the new structure and recruiting additional skilled resources where necessary.

Original End Date: Dec 2006
End date last month: Dec 2006

Current End Date: Dec 2006

Project Budget: £6.435m

Committed spend to date: £3.336m
(expected)
Forecast Spend: £6.045m

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

MANAGEMENT SUMMARY

The Programme continues to progress within time, cost and quality tolerances allowing the overall programme RAG status to continue at Green. The contributing factors to the overall status are highlighted below.

Timescale:

While there are some concerns regarding the acknowledged tight timescale for external recruitment and possible pressure on the target completion date for legacy environment decommissioning, the overall end date for the programme is still viable and therefore the programme timescale RAG status remains at Green.

Budget:

Continuing detailed analysis of the programme's projected budget outcome for reporting to the Board at the Board meeting of 19th October as previously agreed. In the meantime the programme budget RAG status continues at Amber.

Project Sponsor:
Davina Fiore

Project Manager:
Lidia Lewis

Customer Focus Stream Board

(1) INSOURCING ICT CONT.

Resources:

One outcome of the ring-fencing process is that a number of engineers were lost from the Legacy Environment Decommissioning (Green) team – the resulting resourcing shortfall has been partly and temporarily mitigated by transferring engineers from other ITS teams, but the situation needs to be monitored. The Procurement stream has identified a potential resource squeeze in the face of ongoing diversion of stream resource to support another high-profile Council initiative, but this is being reviewed and the outcome is not yet certain. Given the uncertainty and the low impact on the programme overall, the programme resources RAG status continues at Green.

Issues:

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

Risks:

Overall risks are being managed satisfactorily through their mitigation plans, despite a slightly higher level of concern within the Service Delivery stream, and therefore the programme risks RAG status continues at Green.

A key success in this reporting period was the final signing of the contract with Computacenter for supply and support of the Service Management Tool (Infra). While agreeing of Terms & Conditions was a long, drawn-out process, it was thought to be coming to a satisfactory conclusion at the time of the last Board highlight report. Unfortunately, at the last minute Computacenter raised an issue that jeopardized getting the contract signed within the GCat agreement by 30th September. Perseverance by the ITS Service Delivery Manager and IT Procurement Manager in negotiations with Computacenter finally succeeded in resolving the issue and getting the contract signed just in time. See the section “Key Activities in this reporting period” below for more details of this.

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

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

- The partial fix for Parking Permits is in place at CSCs. An Exception Report will be presented to Customer Focus Stream Board.
- An Exception Report on 'customer present' ePayments will be presented to Customer Focus Stream Board.
- Agreement to proceed has not been reached with HALS. An Exception Report will be presented to Customer Focus Stream Board.
- Customer Services will book Pest Control appointments from Monday 9th October.
- The go-live date for Enforcement has been brought forward four weeks to the 1st November to reflect the virement received.
- Homes For Haringey requested that the deepening of their implementation project be put on hold due to financial constraints and the need for user buy-in of their IT system to ensure reliable data would be available to Customer Services.
- The Siebel Development Release 3 project is on schedule for delivery as planned on 23rd October. The revised business case and plans for Release 4 have been agreed with Senior Management and work is underway.

Project Sponsor:
Jane Waterhouse

Project Manager:
Carla Segel

Achievements

- Development of the first handover to back office via Siebel email functionality for the PEPPS service. This function merges customer information collected within the service request into a template, replacing dual keying into an eForm or Outlook email.
- ACD changes delivered to prepare for future implementations and better reflect service groupings.
- Home Connections virement received.

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.

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

MANAGEMENT SUMMARY

WOW! Awards

225 nominations were made within the first three months of the pilot – a response much better than even highest expectations. Only the very exceptional are being forwarded to the WOW! organisation for consideration. Both of the first two submitted were given WOW! Awards – presented to the winning staff by the Leader on 6th October. A further 3 have since been submitted and we are awaiting the outcome. Given the scheme's success, a report recommending corporate roll out and draft procedures will be prepared earlier than scheduled, hopefully before Christmas.

ICS Awards programme

The pilot was launched on 25th September and the application process is underway. All preparation to run the pilot has been completed and formal briefing sessions are scheduled. The need to explore a contingent bid for post pilot funding has been flagged with the Head of OD+L.

Project Sponsor:
Justin Holliday

Project Manager:
Chris McLean

Customer Focus Stream Board

**(3) CUSTOMER
FOCUS PROJECTS
CONT.**

Customer Focus Network

This too was formally launched on 25th September. Membership will be expanded to include those involved in the ICS Awards pilot

This is the most ambitious of the three pilot projects and the one most dependant upon the active interest and support of services, which to date have been extremely disappointing. I need both senior and middle managers to help promote and push this and I will particularly mention this point on 17th October when Customer Focus will be debated by CEMB.

Risks:

Engaging the organisation and lack of corporate clout to help achieve this. The active interest and support of the Customer Focus Stream Board 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 17th October 06 and will attempt to address this risk of non-engagement.

PROGRAMME OFFICE COMMENTS

No.	Item
1	CHILDREN & YOUNG PEOPLE STREAM BOARD •
2	CHILDREN & YOUNG PEOPLE STREAM BOARD •

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

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

2.1 Overall financial health is sound with 22/32 measures achieved at either green or amber

2.2 While welcoming the reduction in the overspend since last month I still have concerns. However, the reduction demonstrates that the remedial actions we are taking are beginning to make an impact.

2.3 In addition to the actions already agreed, a system is now in place whereby I and the Acting Director of Finance will meet with the Executive Member and Director of any overspending directorate to ensure that stringent actions are being taken to bring spending back in line.

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

2.4 69% of indicators are on target or close to the end of year target at the end of August.

2.5 I am concerned with performance in Children's service, Social Services and in the Chief executives service. In the Children's service we must improve response times for Children's act complaints and look to lower number of children not in Education, Employment and Training. Performance in Social Services must also improve, especially around rent collection and the time taken for assessment. In the Chief executive's service we must endeavour to improve service investigation complaints and performance in our call centres.

2.6 Work needs to be done to drive up performance, particularly in these areas, however I am confident that we will begin to see a gradual improvement in the months to come.

3. Recommendations

- 3.1 To note the report.
- 3.2 To agree virements set out in section 14.
- 3.3 To recommend that Council increase the external borrowing operational boundary for 2006/07 by £17m. The overall authorised limit will remain as previously approved.

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 August 2006 in the balanced scorecard format.
- 4.2 In summary the balanced scorecard shows that for the excellent service perspective 68% of indicators are on target or close to the end of year target at the end August. For 20 of the 31 (65%) customer focus measures, performance targets are being met or close to being met. For financial health 22 of the 32 measures achieved amber or green status meaning for 69% of indicators performance levels are achieving target or being maintained at an acceptable level. Our organisational development /capacity indicators including recent staff survey results show that for 13 of the 16 (81%) measures, performance is at or close to expected levels.
- 4.3 Overall 69% of indicators are achieving or close to achieving target. In addition 58% of indicators have maintained or improved performance since the end of last year.
- 4.4 In summary, based on the August position, the revenue budget shows a projected net overspend of £4.5m and this is 1.23% compared to the approved net budget. However, the latest position shows a reduction to £2.8m as management actions begin to take effect. The remaining overspend is due to pressures in Social Services budgets of £2.9m, Children and Young People's Service £1.5m (relating to asylum seekers), partially offset by a £1.6m under spend on homelessness.
- 4.5 Council are recommended to increase the 2006/07 external borrowing operational boundary in accordance with the prudential code. The overall authorised limit remains at the approved limit.

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

Based on the August position, the revenue budget shows a projected net overspend of £4.5m and this is 1.23% compared to the approved net budget. However, the latest position shows a reduction to £2.8m as management actions begin to take effect. The remaining overspend is due to pressures in Social Services budgets of £2.9m, Children and Young People's Service £1.5m (relating to asylum seekers), partially offset by a £1.6m under spend on homelessness.

The aggregate capital projected position in 2006/07 is currently projected to under spend by £2.1m. As previously reported the Children and Young People's Service is currently working on a revision to the three year programme which will need to deal with a number of issues including some individual scheme cost pressures and slippage. 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 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. On a positive note black and minority ethnic people are high service users of both parks and libraries where we are exceeding targets.

Consultation

The scorecard 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 August 2006. It is based on the financial monitoring reports prepared for the budget management meetings held on 28 September for period 5 and the service submission of the basket of performance indicators that have been agreed for 2006/07.
- 7.2 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.
- 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 For the excellent services arm of the scorecard 53% Indicators are shown as Green, 14% Amber and 33% Red, with 28 out of 50 showing an improvement or maintained performance compared with 2005/06 outturns.

8.2 Children and Young People

8.2.1 Based on the August position there is a pressure of £1.9m on the revenue budget, which is £0.4m lower than that projected at period 4. As previously reported, this is mainly due to additional asylum seekers costs (including the adults element) of £1.5m and £0.4m is on the Looked After Children (LAC) budget. It is now predicted that the £0.4m can be contained leaving a net projected overspend of £1.5m.

8.2.2 The SEN placements budget was overspent in 2005/06 due to higher numbers than provided for 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 of 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.

8.2.3 In relation to the LAC shortfall of £0.4m, the Children and Young People's Service are striving to contain the inherent pressures carried over from last year while delivering the overall commissioning strategy. It is now expected that these pressures will 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. Currently client numbers are 391, which is marginally above the budgeted position.

8.2.4 The newly constituted resources panel, set up to monitor and review the LAC budget, met in August for the first time. As a result of reviews of the most expensive placements, actions were agreed to move 5 children into more appropriate placements, including one child who should return home. The estimated savings from these changes is £200,000 in 2006/07. It is anticipated that further reviews will yield more savings. The panel will also continue to review use of other resources such as foster carers, residential homes and block contracts.

8.2.5 The asylum position shows a gross shortfall of £3.4m. This is largely covered by a contingency and assumed special case grant claim for 2005/6 although this leaves a net overspend of £1.5m. This shortfall relates to both Children's Services and Social Services asylum seekers costs. It is expected that 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. 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 has communicated with the local MP's to assist in lobbying the government. We have also joined with a small number of worst affected authorities to jointly lobby directly and we will also be in contact with the LGA and London Councils.

- 8.2.6 There is additionally a possible issue in respect of national insurance contributions for peripatetic music teachers. This follows on from a review by the Inland Revenue service where incorrect treatment has been suggested that could need to be back-dating for 6 years, plus interest and a possible significant penalty. This potential backdated claim is being strongly opposed.
- 8.2.7 As reported last month the service is currently working on a revision to the three year capital 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. The capital budget is currently projected to be £0.6m below budget.

Performance highlights for the Children and Young People's Service are as follows.

- 8.2.8 All 50 statements of special educational need, excluding exceptions, issued in the year to August were prepared in the 18 week timescale. When exceptions are included 43 out of 55 (90.9%) statements were issued within 18 weeks, exceeding the 85% target. The good performance continues with both parts of the indicator exceeding target.
- 8.2.9 As at August the percentage of 16-19 year olds who were Not in Education, Employment or Training (NEETs) in Haringey rose sharply to 16.7% compared with 15.7% in July and 13% in April. The rise is in part due to the new classification system which now bases NEETs on their place of residence and an increasing trend of post 16 drop out from education and training. Actions are in place to comprehensively analyse the reasons for drop out with the post 16 cohort and to review support mechanisms to get them back on track. An alternative range of pathways 14-19 are also being put into place to aid retention, particularly for the more vulnerable young people.
- 8.2.10 12.1% of children have had three or more placements exceeding our 13% target. Although this figure has risen slightly it is expected to remain inside the best performance banding and in line with our 13% target.
- 8.2.11 All 39 reviews of children on the register due in August were completed in timescale. (BV162). Excellent performance (100%) has been sustained in this area in the year to date with robust systems in place to ensure this continues.
- 8.2.12 There were no adoptions in August (BV163) but with five in the year to date, we are on track to achieve a further thirteen, and expect to achieve the target of 23 by the year end.
- 8.2.13 The cost of service per child for both play, £3,463 and early years, £16,628 are both above the targets of £2,763 and £14,606 respectively. Both of these are due to lower 'take-up' than assumed in the original target (targets assumed too high figures and the capacity has been reduced as a result of building refurbishment work). The target for play schemes also included the cost of the summer scheme, which distorts the overall figure. Staffing levels and other costs are being reviewed and, taking into account the above factors, it is recommended that the targets for the rest of the year should be set at £3,450 per child per annum (Play) and £16,000 per child per annum (Early Years).

8.3 Environment Services

- 8.3.1 The projection based on the August position is a projected overspend of £0.5m. This projected shortfall is in parking income and is the estimated impact of the recent changes in the CPZ plan. The latest position is that this can be contained as a one-off item in the current year and therefore the budget is projected to be balanced. The impact on future years will be considered as part of the planning process.
- 8.3.2 Previously reported other pressures of £100k in Recreation and £200k in Streetscene will be managed within these Business Unit's currently approved budgets.
- 8.3.3 Capital is currently projected to spend on budget. However, there is a degree of risk associated with some of the projects achieving full spend this financial year, e.g. the CCTV control room, the parking plan schemes and London cycling network schemes funded from TfL grant. Some under spends may need to be carried forward. However, it is intended to monitor these very carefully to ensure that spend is maximised particularly on grant funded schemes by year end.
- 8.3.4 Parking income recovery target is 61% and actual performance to August was at this level.
- 8.3.5 The annual projected cost of household waste collection per tonne is now back on target at £72 for 2006/07. The previously reported overspend in this area, which was impacting adversely on this indicator, are now to be contained within the currently approved budgets.

Performance highlights and issues in Environment are:

- 8.3.6 21.99% of household waste was recycled or composted in the year to August '06 against a target of 22% for 2006/07. This has resulted from improved accuracy in tonnages measured by North London Waste which show that the recycling rate is improving both in percentage terms and tonnes recycled. The roll out of new commingled rounds, which is due to take place in September, and the new doorstep recycling scheme for estates, which is due to commence in October, will help to improve the recycling rate further for this year.
- 8.3.7 The waste tonnage collected for August reduced with an improving trend since May but continues to be higher than expected. This affects the recycling rate above. The investigation into tipping records continues and should be finalised in October.
- 8.3.8 Waste collections missed per 100,000 stands at 575 in the year to date and 2,295 in August making the target of 130 for the year unobtainable. The August figure was very high as a result of the strike.
- 8.3.9 August saw 36 out of 45 minor planning applications (80%) determined in 8 weeks however the year to date, 88% still exceeds our 83% target and beats the government target (65%).

- 8.3.10 48% of planning application appeals have been allowed against the authority's decision to refuse permission. This relates to 29 out of 61 cases from April to August and is outside our 30% target for 2006/07 as well as being higher than the 32% outturn for 2005/06. We continue to be concerned with this performance level. The service is currently undertaking a detailed analysis of appeal decisions allowed over the past couple of years to identify any common trends in these cases.
- 8.3.11 The number of seasonally adjusted visits to our sports and leisure centres at 1.12 million continues to be above the target of 1.08 million.
- 8.3.12 The parks cleanliness index of 85 in the year to August continues to exceed the target of 80.
- 8.3.13 The average number of days to repair streetlights was 1.4 days in August well inside target of 3.5 days with the year to date position at 1.9 days.
- 8.3.14 Faults relating to power supply handled by our District Network Operator (DNO) - currently EDF – August saw performance return to 4 days from an exceptional 48 days for July. The year to date position of 15 days is still inside the target 20 days.

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

- 8.4.1 The projected overspend in Social Services is £2.9m at period 5. The main elements of this overspend remains largely unchanged from those reported in previous months. These include, the loss of funding from the PCT of £0.6m in respect of jointly commissioned services and continuing pressures in the Adults commissioning budgets in respect of client care packages.
- 8.4.2 The national context for Social Services is a trend of growth in both the demand and complexity of services. In particular, the numbers of people with learning disabilities are predicted to increase in the next decade and in Haringey, we have a larger than usual population with mental health needs. This has been evidenced by the London Observatory. The Older People's Service has seen an increase in the numbers with dementia and there have been increasing pressures from Health around reducing waiting lists. The current projections for commissioning reflect these pressures. The Adults commissioning projections include an overspend of £1.8m of which £0.8m is in respect of mental health, £0.6m in respect of physical disabilities and £0.4m in respect of learning disabilities.
- 8.4.3 The main element of the overspend in mental health is in the residential placements budgets where there are some 31 clients supported in excess of the budget. There continue to be pressures in the mental health sector with reduced funding available in the PCT and performance targets to reduce in-patient beds. 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. In physical disabilities there has been a growth in demand in terms of both client numbers and levels

of need. At period 5, there were 48 clients supported in excess of what the budget could pay for, mainly in domiciliary care. The projected overspend in learning disabilities relates to growth in client numbers and slippage in the opening of Whitehall Street following refurbishment.

8.4.4 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.

8.4.5 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.

8.4.6 Social Services capital is projected to spend £0.9m below budget in this financial year. This is due to revised phasing of the budgets for the E-Care (£0.6m) and Osborne Grove Older People's Services (£0.3m) projects.

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

- 87% of items of equipment were delivered in 7 working days in August slightly short of the 88% target although the year to date position of almost 90% exceeds target. (BV56/PAF D54).
- 117 adults and older people per 100,000 population were in receipt of a direct payment as of August, short of the 134 target for the month and a further decline on last months performance (BV201/ PAF C51). Performance on this indicator is cumulative with the target of 150 to be achieved by 31 March '07.
- In the year to August there were 75 admissions, when scaled up per 10,000 population of older people, to residential / nursing care (PAF C72). Current performance places Haringey in the top banding for this indicator, despite being outside our target of 70.

8.4.8 Some areas where we need to sustain focus and improve our performance in Adults' and Older People's services remain:

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 August the average of these is 49.8% falling well below the new key threshold levels for this year of 60% and 70% respectively and our target of 71%

Carers receiving a carer's break or specific carer's service (PAF C62)

- Only 3.6% of Carers for Adults and Older People received a carer's break or specific carer's service in the year to August against a target of 12%. An issue of under counting has been identified and new practices are to be introduced to tackle this problem.

Adults and older clients receiving a review as a percentage of those receiving a service (BV55)

- 51.4% of adults and older clients were recorded as having received a review as at August '06, an improvement on the 43% in April but still falling well short of the 60% target for 2006/07. Most services now have individual action plans to tackle this problem and bring the performance level closer to target. Weekly monitoring at service level continues.

8.4.9 The projected improvement on the homelessness general fund budget is the same as reported for period 4 at £1.6m. 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. 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:

8.4.10 The cost per nightly rated accommodation at £41.10 is slightly above the target of £40.20.

8.4.11 BV213 records households who have been prevented from becoming homeless. There were 37 in August and 168 in the year to date which scaled up to an annual equivalent exceeds the target of 400 set for 2006/07.

8.4.12 The average re-let time of local authority dwellings was 71 days in August bringing the year to date position to 56 days. It is now unlikely that the 2006/07 target (27 days) will be achieved although the service expect to be meeting the 27 day target by October with a projected position of 45 days at year end.

Rent Collection

8.4.13 Rent collected as at August (BV66a) is projected at 95.6% of rent due for the year against a target of 97.5%. A new performance management regime has been introduced following the creation of specialist income collection teams with focus on ensuring that all appropriate action has been taken where arrears are increasing.

8.4.14 The percentage of tenants with more than seven weeks rent arrears increased further to 15.1% in August remaining short of our target of 10% for 2006/07.

8.4.15 The proportion of local authority homes which were non 'decent' as at July '06 was 44.5% against a target of 42%.

Repairs

8.4.16 In August 96% of appointments were made and kept based on data taken from our IT scheduling system. New performance management systems are being introduced to optimise and ensure performance is closer to the 99% target of appointments made and kept.

8.4.17 The average time to complete non-urgent responsive repairs fell slightly to 12.4 days in August against a target of 14 days..

8.4.18 The percentage of urgent repairs completed within Government time limits reduced to 92% in August short of the 97% target.

8.5 Finance

8.5.1 As previously reported the revenue budget has some pressures and variations that the directorate are going to contain within the approved budget. The main budget pressure is in Property Services regarding a potential £400k under-achievement of commercial rent income. The shortfall is largely around vacancies at Technopark. Work is being done to market the vacancies as well as reviewing the demand for different types of workspace to attract further business. Management action to reduce spend is also being taken and therefore the Finance Department as a whole is projected to be on budget.

8.5.2 The capital budget is projected to spend £0.6m below budget due to some slippage in the accommodation strategy.

Council Tax and Business Rates

8.5.3 93.7% of Council tax was collected in August almost matching the 93.75% target, the year to date position is currently just slightly short of the target. At 93.4%. (BV9)

8.5.4 The collection of business rates in August at 99.9% continues to exceed the 99% target. (BV10)

Invoice payments (BV8)

8.5.5 There has been a decline in performance with 83.1% of invoices paid in 30 days in August with a year to date position of 85.1% against a 92% target set for the year. This is being monitored carefully with services to further improve performance.

Benefits

8.5.6 The performance for the number of days to process a benefit claim has improved from an average of 50 days in April to 42 days in August although still short of the 36 day target. Benefits and Local Taxation has concentrated on reducing the waiting time between the receipt of new claims and their allocation for processing by an Officer. During the first few months of the year a backlog occurred and there were between 350 and 400 benefit claims awaiting allocation with waiting times of over 20 days. It can now be reported that there are currently only 67 claims outstanding with a maximum waiting time of 7 days. This has been achieved by an increase in staff productivity and process improvements particularly around the holding of claims whilst awaiting additional information resulting in fewer claims being put on hold. The management of the New Claims Team has also been strengthened with the appointment of a new team manager and a redefining of team leader roles and responsibilities. Further planned improvements include introducing mobile

working so claims can be assessed with the customer present and tackling delayed processes such as setting up rent accounts.

8.6 Chief Executive's

- 8.6.1 As reported last month there are no revenue and capital budget variations reported at this stage.
- 8.6.2 Visits to our libraries in August equated to nearly 9.5 visits per head of population in the year exceeding our target for 2006/07 of 9 visits per head. The cost per visit/ interaction to our libraries in the year to date is £2.88 and reflects higher expenditure in the early part of the year and a lower number of visitors. It is expected to fall once the lower level of expenditure later in the year is taken into account.
- 8.6.3 There were 174 domestic burglaries in August which seasonally adjusted and scaled to an annual equivalent is well inside the target with burglaries in the year to date (1,010) when seasonally adjusted and scaled to an annual equivalent of 2,578 are inside the target of 2,711 for 06/07.

9 Customer Focus

- 9.1 The August balanced scorecard shows 65% of customer focus indicators on or near target, this contrasts with 11 out of 15 (73%) red lights shown in the August appendix, this is due to the inclusion in the scorecard of a number of perception measures which are reported on annually e.g. data from the resident survey.
- 9.2 Some additional service perception measures will be introduced to the scorecard in the coming months. Environment directorate has started to collect resident satisfaction data in all the areas currently included in the CPA service assessment and intends to report this information in the scorecard. The first set of data has just become available and will feature in the next report and be subsequently reported two to three times a year.
- 9.3 Performance on complaints handling timescales continues to disappoint with only stage 3 reviews hitting target. In August 205 (73%) complaints at stage 1 (local resolution) were responded to within the 10 working day timescale against a target of 80%. For the more complex service investigation (stage 2), 22 out of 39 (56%) of complaints were resolved within the 25 working day timescale in August, with the year to date position of 67% still falling short of the 80% target.
- 9.4 In the year to August all 4 stage 3 complaints (independent review) received were completed within the 20 working day timescale with 19 out of 20 in the year to date.
- 9.5 Of Members enquiries cases closed in August 254 (76%) were handled within the 10 working day timescale, 79% (1401) of cases in the year to date, both falling short of the 90% target.

- 9.6 64% of Freedom of Information (Fol) requests were actioned within the 20 day timescale in the year to August, although performance in August improved to 71% against a target of 70% as a result of Corporate and Directorate action.
- 9.7 77.5% of Council wide telephone calls were answered within 15 seconds in August, exceeding the target of 77%.
- 9.8 Customer Services performance is continuing to cause concern. 39% of call centre calls were answered within 15 seconds in August, up from 13% in May but a decline on last months performance of 49% and still well short of the 70% target for the year. In addition the average queuing time in August increased to over one Minute from 43 seconds in July. With a year to date figure of 1 minute 46 seconds the 40 second target is unlikely to be met. The Call Centre Recovery plan is being overhauled with targets and timescales added.
- 9.9 The cost per transaction for customer services is £4.43. This is the total cost of customer services not excluding corporate activities. The benchmark is the 05/06 outturn of £4.41.

10 Organisational Development/ Capacity

- 10.1 Some staff survey results were reported in the June report and it hoped to include a wider and more representative selection of results in the September/ 2nd quarter report.

Sickness

- 10.2 The average number of working days lost to sickness per full time equivalent employee in the year to August is 8.63 days per annum back inside our 8.8 day target and an improvement on last years outturn of 10.4 days. 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 68% of indicators are on target or close to the end of year target as at the end of August. For 20 of the 31 (65%) customer focus measures, performance targets are being met or close to being met. For financial health 22 of the 32 measures achieved green or amber status, meaning for 69% of indicators performance levels are achieving target or being maintained at an acceptable level. Our organisational development /capacity indicators including the recent staff survey results show that for 13 of the 16 (81%) measures, performance is meeting or close to expectation. Overall 69% of indicators are achieving or close to achieving target. In addition 58% of indicators have maintained or improved performance since the end of last year.

12 Summary - Budget Monitoring

- 12.1 Overall revenue budget monitoring, based on the August position, shows a projected net overspend of £4.5m and this is 1.23% compared to the approved net budget. However, the latest updated position reduces this to a net overspend of £2.8m as management actions start to take effect.

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

General Fund revenue	Approved Budget	August based projected variation	Latest projected variation
	£m	£m	£m
Children and Young People (including asylum seekers)	215.8	1.9	1.5
Social Services	54.2	2.9	2.9
Housing	(1.2)	(1.6)	(1.6)
Environment	51.7	0.5	0
Finance	9.8	0	0
Chief Executive's	25.6	0	0
Non-service revenue	10.6	0.8	0
Total	366.5	4.5	2.8

12.3 As previously reported the variation in the non-service revenue account 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 projects have been initiated and in addition spend analysis reports are being completed by each service to review for other opportunities. Energy procurement has been reviewed and savings are possible from the 1st October contract renewal date although these will be influenced by market volatility and are only likely to mitigate against higher increases. Overall this account can be brought into balance through capital financing and improved treasury management.

13. Treasury Management and capital

13.1 Our external treasury advisers, Sector, recently alerted the Council to the opportunity to take up some long term borrowing at very advantageous rates (4.10%). The additional borrowing is part of approved plans of supported funding for next years capital programme and therefore fits in with the Treasury Management Strategy approved by Council on 6 February 2006. The Acting Director of Finance has delegated authority to approve treasury management decisions. A delegated decision was made on 26 September 2006 to take out long term loans for £17m to secure these advantageous rates. As this relates to financing for the capital programme in 2007/08 this goes above the operational boundary for borrowing in 2006/07 and therefore we require Council to approve an increase in this limit for this year. This additional early borrowing is still within the Council's authorised limit for 2006/07. These limits are part of the prudential indicators included in the approved Treasury Management Strategy.

13.2 The aggregate capital projected position in 2006/07 is as shown in the following table. As previously reported the Children's 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 and Young People	45.3	14.2	(0.6)
Social Services	7.4	0.8	(0.9)
Housing – General Fund	2.6	0.5	0
Housing – HRA	19.2	0.7	0
Environment	17.7	3.4	0
Finance	5.6	1.1	(0.6)
Chief Executive	14.5	2.2	0
Total	112.3	22.9	(2.1)

14. Financial administration

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

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

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

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

Key decisions are highlighted by an asterisk in the table.

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

14.4 Proposed virements are set out in the following table:

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
5	All Services	Rev*	336	403	Agency administrative savings arising from agency contract.
5	Children, Housing	Rev	50		Contribution by Children and Families towards the Hearthstone project.
5	Finance	Rev*	4,744	4,744	Realignment of Benefits and Local Taxation expenditure and income budgets. Net nil impact.
5	Chief Executives	Cap	121		New project in CES Strategy budget funded from GOL SSCF Building Safer Communities grant.
5	Chief Executives	Cap*	421		New project in CES Strategy budget funded from GOL SSCF home office grant.
5	Chief Executives	Rev*	1,421		Home Office grant to implement the drug interventions programme in the CES Strategy budget.
5	Chief Executives	Rev	87		Carry forward of approved unspent 2005/06 Additional Workforce grant to CES Strategy budget.
5	Chief Executives	Rev*	586		Home Office Young People substance misuse partnership grant for CES Strategy budget.
5	Chief Executives	Rev	30		London Development Agency grant for Upper Lea Valley programme and research management project for CES Strategy budget.
5	Chief Executives	Rev	13		DWP funding for the job Centre plus scheme in CES Strategy budget.
5	Chief Executives	Rev	146		DAAT budget in CES Strategy reimbursed by PCT Pooled treatment budget.
5	Chief Executives	Rev	177		North London Strategic Alliance carry forward from 2005/06 (£89k) and 2006/07 contributions (£88k) to CES Strategy budget.
5	Chief Executives	Rev	102		North London Transport Forum carry forward from 2005/06 (£62k) and 2006/07 contributions (£40k) to CES Strategy budget.
5	Chief Executives	Rev	169		ODPM Capacity Building Support carried forward
5	Finance	Rev	192	192	Increased income recovery re court costs in the Benefits and Local Taxation budget.
5	Environment	Cap	-140		Reduction in Markfield GAF project in line with PID.

15. Recommendations

- 15.1 To note the report.
- 15.2 To agree the virements set out in section 14.
- 15.3 To recommend that Council increase the external borrowing operational boundary for 2006/07 by £17m. The overall authorised limit will remain as previously approved.

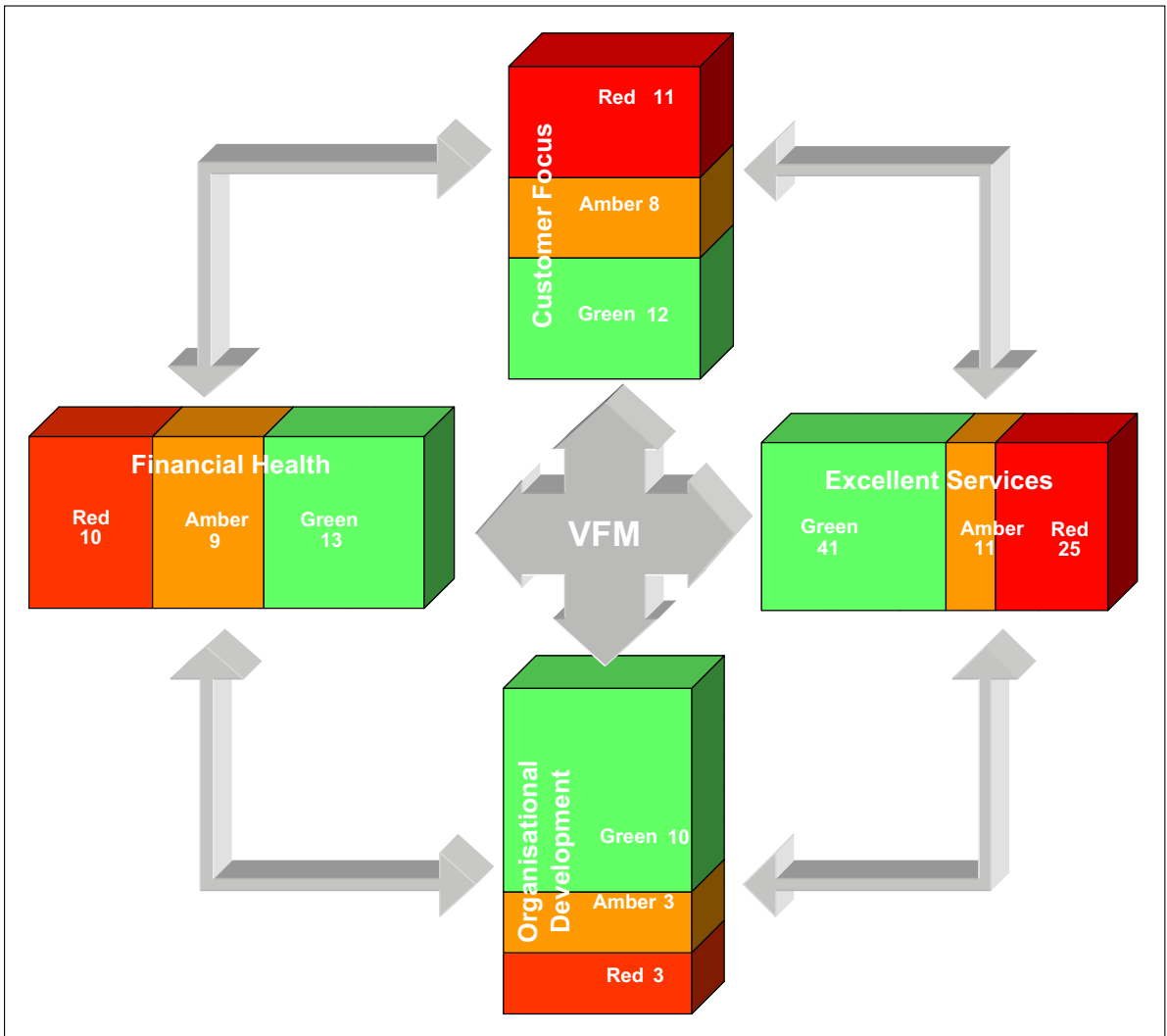
16. Use of Appendices











Appendix i. August balanced scorecard and Performance summary

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August 2006

Haringey Corporate Scorecard



Monthly Performance Review - 2006/07														August 2006				
Perspective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	
																		Key:  Same as last year  Performance missing target  Better than last year  Performance close to target  Worse than last year  Performance on target
Children & Young People's Service 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.																
		The target of 100% has been consistently achieved in this area.																100%
		100%	100%	100.0%	100.0%	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.																
		The target has been consistently achieved in this area.																90.9%
		85%	94.1%	77.8%	92.9%	100.0%	87.5%									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 in CPA Key Threshold																
		Due to an improvement in recording, this figure has risen slightly, however remains well inside the top banding and in line with our target.																12.1%
		13%	10.5%	11.1%	11.6%	11.6%	12.1%									Green	Green	13%
Excellent services		Not in Education, Employment or Training (NEETs)																
		The rise is in part due to the new classification system which now bases NEETs on their place of residence and an increasing trend of post 16 drop out from education and training. Actions are in place to comprehensively analyse the reasons for drop out with the post 16 cohort and to review support mechanisms to get them back on track. An alternative range of pathways 14-19 are also being put into place to aid retention, particularly for the more vulnerable young people.																16.7%
		14.8%	10.3%	10.6%	16.9%	15.7%	16.7%									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																
		LPSA Indicator Target 65% based on 60-70 clients. Cumulative indicator. This is a cumulative indicator so although it appears that performance has declined in July and August, this is not the case as relates only to those care leavers who turned 19 in the month. Based on the cohort of young people who are to turn 19 in the remainder of the year, we are on track to achieving the target of 70%.																62.50%
		68%	25.0%	62.5%	83.3%	63.6%	62.5%									Red	Red	70%
Excellent services	BV 162 C20	Reviews of child protection cases: The % of child protection cases which should have been reviewed during the year that CPA Key Threshold																
		Excellent performance has been sustained in this area in the year to date with robust systems in place to ensure this continues. All 39 reviews due in August took place in timescale																100%
		99%	100.0%	100.0%	100.0%	100%	100.0%									Green	Green	100%
Excellent services	BV 163 C23	Adoptions of children looked after: The number of looked after children adopted during the year as a % of the number of children looked after at 31 March who had been looked after for 6 months or more at that date.																
		CPA Key Threshold We expect to achieve 23 adoptions this year. In addition to the 5 adoptions to date, we 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 possible total of 24.																5 adoptions 1.4%
		6%	0.0%	3 adoptions 0.9%	0.0%	2 adoptions 0.6%	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																
		92%	87.0%	89.0%	92.0%	95%	89.4%									Amber	Amber	96%
Customer Focus	Local	Children's act complaints - Stage 1 responded to in 14 days																
																		67%
		69%	66.7%	66.7%	66.7%	0%	85.7%									Green	Red	80%
Customer Focus	Local	Children's act complaints - Stage 2 responded to in 28 days																
																		0%
		8%	None	None	None	0%	None									Red	Red	40%
Financial Health	Unit Cost	Cost of service per child (Play)																
		The cost of service per child for both play, £3,463 and early years, £16,628 are above the targets of £2,763 and £14,606 respectively Both of these are due to lower 'take-up' than assumed in the original target (targets assumed too high figures and the capacity has been reduced as a result of building refurbishment work). The target for play schemes also included the cost of the summer scheme, which distorts the overall figure. Staffing levels and other costs are being reviewed and, taking into account the above factors, it is recommended that the targets for the rest of the year should be set at £3,450 per child per annum (Play) and £16,000 per child per annum (Early Years)																
		£	3,341	3,806	4,197	5,012	3,463									Red	Red	2,763

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 child (early years)															
	£		16,687	16,687	16,628	16,517	16,628									Red	Red
Financial Health	Unit Cost	Cost of service per looked after child															
	£931	£883	£899	£905	£920	£894										Green	Green
Environment Monthly indicators																	
Excellent services	BV 109a	% of major planning applications determined within 13 weeks (Gov't target 60%)															
		<i>CPA Key Threshold</i> The low number of major cases means a high percentage change when any miss the target (3 out of 7 >13 weeks). Of the three which have missed the target two were complex and required further consultation (Hornsey Treatment Works N8 & Unit 21 Cranford Way N8). The other was deferred at Committee at the end of April resulting in the target being missed when it was decided at a subsequent Committee (16-52 High Road N15).															
	86.05%	50%	no cases	50%	100%	0.00%									Red	Red	82%
Excellent services	BV 109b	% of minor applications determined in 8 weeks (Gov't target 65%)															
		<i>CPA Key Threshold</i> 36 done on time out of 45 in August. 199 out of 225 in Apr - Aug															
	81.52%	89.5%	93.8%	93.1%	87%	80.0%								Amber	Green	83%	
Excellent services	BV 109c	% of other applications determined in 8 weeks (Gov't target 80%)															
		<i>CPA Key Threshold</i> 129 done on time out of 162 in August. 579 out of 653 in Apr - Aug															
	92%	98%	90.6%	92.7%	86%	79.6%								Red	Amber	92%	
Excellent services	BV 204	% planning application appeals allowed against the authority's decision to refuse.															
		2 appeals allowed out of 3 in Aug and 29 out of 61 in Apr - Aug. We continue to be concerned at our performance level. The service is currently undertaking a detailed analysis of appeal decisions allowed over the last couple of years to identify any common trends in these cases.															
	32%	43.8%	44.4%	38.9%	60%	66.7%								Red	Red	30%	
Excellent services	BV 215a	Average days to repair street lighting faults (except faults relating to power supply - see below)															
		A continued good performance with the figure for repair times remaining low at 1.40 days for this month.															
	1.92	2.08	1.68	1.91	2.96	1.40								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)															
		<i>Our District Network Operator (electricity supplier) is EDF</i> This figure is again acceptable at 4 days. This will continue to be monitored to ensure performance is maintained.															
	21.96	9.75	2.13	3.73	48.71	4.00								Green	Green	20.0	
Excellent services	BV 218a	% of reports of abandoned vehicles investigated within 24 hrs of notification															
		Excellent performance. We have achieved the maximum of 100% for the second time this year.															
	96.0%	94.2%	100.0%	97.9%	99.6%	100.0%								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)															
		Very good performance. Once again achieved 100%. YTD figure is well above the annual target.															
	93%	92.6%	96.8%	100.0%	98%	100.0%								Green	Green	90%	
Excellent services	BV 82ai+bi	% of household waste which has been recycled or composted															
		<i>CPA Key Threshold</i> The recycling rate is improving both in % terms and tonnes recycled.															
	19.23%	21.74%	23.04%	23.11%	20.7%	21.2%								Amber	Amber	22%	
Excellent services	BV 84a	Kg of household waste collected per head (seasonally adjusted annual equivalent - actuals in brackets)															
		<i>Amber is awarded if performance is top quartile (London 2005/06 est.). CPA upper threshold is 355</i> The waste tonnage performance is improving. The investigation into tipping records continues and should be finalised in October. The outcome of this investigation could also affect the recycling rate.															
	359.16	344.2 (28.6)	402.9 (34.9)	382.3 (34.2)	372.1 (32.1)	373.9 (31.7)								Amber	Amber	355	
Excellent services	BV 99a	Number of casualties - People killed or seriously injured (KSI). Seasonally adjusted annual equivalent.															
		<i>Figures here (actuals in brackets) are the latest available from TfL. Trend arrow is from 1994-8 average.</i>															
	2005	Jan	Feb	Mar	Apr	May										118(49)	
	94	70 (6)	130 (10)	139 (12)	114 (9)	136 (12)								Red	Green	124 in 2006	

Persp ectiv e	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 99c	Number of casualties - People slightly injured. Seasonally adjusted annual equivalent (actual) <i>Figures here (actuals in brackets) 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	Apr	May												
		712	546 (47)	545 (42)	382 (33)	760 (60)	748 (66)									Green		849 in 2006	
Excellent services	Was BV 88	Number waste collections missed per 100,000 household waste collections (from Accord) Very high as a result of the strike.														574.81			
		129.41	113.39	121.08	123.95	126.80	2295.43									Red	Red	130	
Excellent services	Local	Sports & Leisure usage (seasonally adjusted annual equivalent) <i>Figures seasonally adjusted to a profile supplied by Recreation.</i> Year to date performance is 3.23% above target, although August attendances were down 2.3% (2K), reflecting largely a drop in swimming figures.														↑			
		910,749	1,070,115	1,148,567	1,120,812	1,179,673	1,058,157									Green	Green	1,083,445	
Excellent services	Local	Parks cleanliness Index <i>to be phased out as BV199 becomes available more frequently</i> The year to date Cleanliness Index score now stands at 84.93 and is consistent across the borough. This reflects an excellent score of 86.03 in August, with 73% of parks maintaining or improving their levels of cleanliness, and five parks scoring 100														↑			
		80.92	84.10	86.87	83.70	83.45	86.03									Green	Green	80	
Excellent services	CPA E32	Trading standards visits to high risk premises. No done / no due In August we did not need to bring forward any inspections, so we have allocated resources to other risk premises and some pro active work.														↑			
		100%	100% (2 visits)	100% (5 visits)	67% (8 over 12)	367% (11 over 3)	none done or due											118% (26 over 22)	
																			75%
Excellent services	BV217	Pollution Control - % of improvements carried out of those due <i>Calculated as 100% minus % of those due not carried out.</i> There are no outstanding improvements required to our Environmental Protection Act permitted processes. The majority of these premises are spray booths where new water based technology has reduced emissions.														→			
		100%	100%	100%	100%	100%	100.0%									Green	Green	99%	
Financial Health	Local	Debt recovery – parking income recovery target (%) Recovery rate continues to achieve the target for first five months.																	
			61%	61%	61%	61%	61%									Green	Green	61%	
Financial Health	Unit Cost	Projected waste collection costs per tonne The projected waste collection cost per tonne is back on target as the previously reported overspends in this area are now being contained within the currently approved budget.														£72			
		£	£72	£73	£73	£72	£72									Amber	£72		
Financial Health	Unit Cost	Projected net cost of service per parking ticket issued <i>Surplus shown as minus (-)</i> The net cost of service per PCN issued remains on budget. The shortfall of income being reported on the parking account primarily comprises income from permits and non PCN fees and charges, which does not affect this indicator.														-£13.40			
		£	-£13.40	-£13.40	-£13.40	-£13.40	-£13.40									Green	Green	-£13.40	
Social Services Monthly indicators																			
Excellent services	Ex. BV 185 HfH	The % of responsive (but not emergency) repairs during the year, for which the authority both made and kept an appointment.														→			
		91%	91.9%	94.51%	91.4%	95.98%	96.1%									Red	Red	99%	
Excellent services	BV 212 LHO 4 HfH	Average relet times for local authority dwellings let in the financial year (calendar days) <i>Was BV 68</i>														↓			
		32.32	33.63	38.04	46.58	90.71	70.51									Red	Red	27	
Financial Health	BV 66a HfH	Local authority rent collection and arrears: proportion of rent collected <i>Year to date only</i>														↓			
		97%	93.5%	96.0%	95.8%	95.15%	95.6%									Red	Red	97.5%	
Financial Health	BV 66b HfH	Percentage of tenants with more than seven weeks rent arrears <i>Year to date only</i>														↓			
		13.1%	13.6%	14.2%	14.49%	14.51%	15.1%									Red	Red	10.0%	
Excellent services	(BV73) LHO 6 HfH	The average time taken to complete non-urgent responsive repairs (calendar days) <i>Monthly figures exclude late reporting but the year to date includes late reports for all but the last month</i>														↑			
		13.98	17.71	16.86	11.87	12.63	12.43									Green	Green	14	
Excellent services	(BV 72) LHO 5 HfH	The % of urgent repairs completed within Government time limits. <i>Monthly figures exclude late reporting but the year to date includes late reports for all but the last month</i>														↓			
		98%	95.9%	93.4%	95.2%	92.6%	91.6%									Red	Red	97%	

Persp ectiv e	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 184a 2007/8 HHH	The proportion of local authority homes which were non 'decent' <i>As this pi is measured at the beginning of the year we always know the outturn in advance.</i> 05/06 outturn 50% 06/07 outturn 44.7%. Monthly target based on 0.225% reduction each month.															Target 07/08
		44.7%	44.5%	44.4%	44.5%	44.5%	44.5%									44.5%	Red
Financial Health	Unit Cost HSG	Cost per Private Sector Lease															
		£872.65	£852.43	£862.57	£866.91	£866.91											Amber
Financial Health	Unit Cost HSG	Cost per Nightly Rated Accommodation															
		£40.77	£40.71	£40.91	£40.93	£41.10											Amber
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															
		414	48 (4)	132 (11)	156 (13)	36 (3)	204 (12)									Green	Green
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.															
		0	0	0	0	0	0									Green	Green
Excellent services	BV 183b HSG	The average length of stay (weeks) in hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need. <i>This indicator does not exclude pre 2004 cases as previously reported.</i> Apr - Aug figures revised in August report to include pre 2004 cases.															
		67	Nil	108.62	Nil	61.8	40.33									Red	Red
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. <i>Annual equivalent shown (actuals in brackets)</i>															
		264 (22)	324 (27)	156 (13)	828 (69)	444 (37)										Green	Green
Excellent services	BV 54 C32 Soc	Older people helped to live at home per 1000 population aged 65 or over Even with this drop in performance we are still in the top banding and one of the highest performing London boroughs in helping older people live at home. We planned for and expected a slight drop in performance this year, but this is a greater drop than we expected and we are investigating the reasons for this.															
		163.29	156	156	155	133	113									Amber	121
Excellent services	BV 55 D40 Soc	Adult and older clients receiving a review as a percentage of those receiving a service <i>This is a joint (older people and adults) indicator.</i> We are monitoring this indicator on a weekly basis by individual service area and have since starting this process seen a considerable improvement in this area - most service areas have now produced individualised action plans to bring us in on target.															
		44%	43.0%	42.0%	40.0%	47.6%	51.4%									Red	60%
Excellent services	BV 56 D54 Soc	% of items of equipment & adaptations delivered within 7 working days <i>CPA Key Threshold</i>															
		86%	85.0%	91.7%	96.2%	89%	87%									Amber	Green
Excellent services	BV 58 D39 Soc	% of people receiving a statement of their needs and how they will be met. <i>Joint Indicator for Adults & Older People - Deleted as BVPI from 05/06</i> Again this is an indicator that we monitor on a weekly basis and have moved to a position of requiring managers to respond to an exception report that provides us with an explanation of why they have authorised a care plan without a statement of need. Performance is improving but not at the pace we want.															
		69%	64.0%	64.0%	64.0%	79%	76.0%									Red	84%
Excellent services	BV 195 D55 Soc	Acceptable waiting time for assessment - average of (i) % where time from initial contact to first contact is less than 48 hours & (ii) % where time from first contact to completion of assessment is less than or equal to 4 weeks <i>CPA Key Threshold. This PI is based on acceptable waiting times for assessment for new older clients (65+).</i> This continues to be a concern - performance is not improving at the rate we would want it to. Part of the indicator is monitored on a weekly basis and performance in that area is improving. We have just introduced performance call-overs with third and fourth tier managers and will need to focus on this indicator.															
		59%	58%	53%	47.6%	47.8%	49.8%									Red	71%
Excellent services	BV 196 D56 Soc	Acceptable waiting time for care packages - % where the time from completion of assessment to provision of all services in 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> There has been a slight dip in performance over the summer: We do expect to get back on course, but as a safeguard have decided to incorporate this indicator into the monthly performance call-overs with third and fourth tier managers.															
		74%	78.9%	71.1%	78.4%	82.6%	80.9%									Red	87%
Excellent services	Paf C72 Soc	Older people aged 65 or over admitted on a permanent basis in the year to residential or nursing care per 10,000 older people population <i>CPA Key Threshold (using 2004 mid year estimate population of 21,000)</i> Still in top banding															
		70	34.30	37.00	48.00	63.00	75.43									Amber	70

Persp ectiv e	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
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	This is a complex problem. Our practice, which is similar to that of other authorities, has been to incorporate a carer's assessment with that of the person they care for, but we have found it difficult to count which services belong to the carer and which to the cared for person. Quarterly, we do a manual count of panel decisions: This verifies that we are undercounting our position. Staff will shortly receive instructions on new working practices to tackle this issue.															
		6%	5.0%	3.0%	2.5%	2.6%	3.6%									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) CPA Key Threshold															August Target
	Soc	An urgent report has been requested by DMT outlining what the issues are here - why performance has dropped and what the recovery plan will be to improve performance and achieve our target.															134
		122	122	124	121	118	117									Red	150
Customer Focus	Local	NHS & Community Care Act Complaints - Stage 1 responded to within 14 days															
	Soc	Year to date performance indicates we should manage to achieve our target for this year. We have a very small complaints service and unfortunately the period when performance does drop tends to be related to absence of staff. We have looked at the structure and function of the team and made some changes that should ensure that this does not continue to be a problem. NHS Act: S1 Aug - 1 out of 3 on time, YTD 15 out of 20.														75%	
		71%	100.0%	80.0%	66.7%	80%	33.3%								Red	Amber	80%
Customer Focus	Local	NHS & Community Care Act Complaints - Stage 2 responded to within 28 days															
	Soc	2 of the 3 complaints (66%) were completed within 90 days. However, none have been completed within 28 days. As these are such small numbers we will endeavour to provide a more detailed profile for the next performance report. Aug 0 out of 1, YTD 0 out of 3.														0%	
		0%	None	0%	None	0%	0%								Red	Red	50%
Financial Health	Unit Cost Paf B17	Cost of home care per client															
	Soc	£18.45	£20.60	£20.60	£20.60	£20.60	£20.60									Red	£15.50
Financial Health	Unit Cost Paf B12	Cost of intensive social care per client															
	Soc	£619.00	£632	£661	£712	£729	£724									Red	£590
Finance Monthly indicators																	
Financial Health	BV 8	The percentage of invoices for commercial goods and services that were paid by the authority within 30 days of such invoices being received by the authority															
																85.1%	
		89%	88.3%	83.3%	83.1%	88.1%	83.08%									Red	Red
Financial Health	BV 9	The percentage of council taxes due for the financial year which were received in year by the authority.															
		Collection of council tax remains consistent														93.40%	
		93.35%	93.7%	93.0%	93.9%	92.8%	93.7%									Green	Amber
Financial Health	BV 10	The percentage of non-domestic rates due for the financial year which were received in year by the authority.															
		Collection of non-domestic rates remains consistent														99.6%	
		98.98%	99.3%	99.4%	99.4%	99.7%	99.9%									Green	Green
Excellent services	PM1	Average speed of processing new claims (Standard 36 days) Measured in days															
		The speed of processing new claims has improved after a slow start. An increase in the number of complex self-employed claims has led to delays while further information is sought. Processes are constantly being reviewed and revised, if necessary, to improve performance. Productivity is being scrutinised and action taken where this falls below standards.														48	
		41	50	56	49	43	42									Red	Red
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.															
		A system reporting fault has led to no information being available for August. Our system providers are looking into the fault.															
		54%	66%	51%	58%	49%	N/A										
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.															
		A system reporting fault has led to no information being available for August. Our system providers are looking into the fault.															
		4%	2.9%	0.2%	0.3%	0.14%	N/A										
Excellent services	PM11	What is the percentage of data-matches resolved within 2 months?															
																100%	
		100%	100.0%	100.0%	100.0%	100%	100.0%									Green	Green
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%	1.26%	1.23%										Red	

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	
Financial Health	Fin 2	Overall capital budget monitoring <i>Net overspend variance under 0.5% green, 0.5% to 1.0% amber, over 1.0% red</i>																
			0.0%	0.0%	0.0%	0.0%	0.0%									Green		
Financial Health	Fin 3	Projected general fund reserves – projected unplanned use of balances <i>Under 20% green, 20% to 40% amber, over 40% red</i>																
			12.0%	12.0%	12.0%	12.0%	12.0%									Green		
Financial Health	Fin 4a	Treasury management- Exposure to Variable interest rates <i>- Remain within upper limit of 30% = green, between 30% and 50% amber, over 50% red</i>																
			0.0%	0.0%	0.0%	0.0%	0.0%									Green		
Financial Health	Fin 4b	Treasury management - Authorised Limit for external debt <i>- remain within 95% = green, 95% to 100% = amber, over 100% = red</i>																
			91.2%	91.2%	91.2%	91.2%	98.5%									Amber		
Financial Health	Fin 4c	Treasury management - The Council's operational boundary for external debt. <i>- remain within 95% = green, 95% to 100% = amber, over 100% = red</i>																
			94.3%	94.3%	94.3%	94.3%	101.8%									Red		
Financial Health	Fin 5b	Debt recovery - Overall Sundry debt. <i>Reduction of Over 211 day debt from £8.80m @ 2005/6 year end to £5.74m by end of 2006/7.</i> <i>Reduction required = £255k per month</i>																
		Target	£8.803m	N/A	£8.293M	£8.038M	£7.783M	£7.528M	£7.273M	£7.018M	£6.763M	£6.508M	£6.253M	£5.998M	£5.74M			
		Actual	£8.803m	N/A	£8.603M	£8.326M	£8.118M	£7.793M								Green	Amber	£5.74M
Financial Health	Unit Cost	Cost of office accommodation per sq metre (corporate property) There is unlikely to be much variation in this indicator as it is a simple comparison of total office space against budgeted spend. It would only change if we gain or lose an office building or if the budget forecast was to project an over/underspend																
			£230.13	£214.91	£214.91	£214.91	£214.91	£214.91	£214.91							Green	Green	£214.91
Chief Executive's Monthly indicators																		
OD	BV 12	Working days lost due to sickness per FTE employee <i>FTE = full time equivalent. Shown as annual equivalent. The year to date figure includes some late reported sickness inevitably missing from Monthly figures</i>																
																	8.63	
			10.37	5.4	8.25	8.23	8.69	7.63								Green	Amber	8.80
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. Wef August report 2005 population of 224,500 applied to 2006/07 figures.</i>																
																	9,426	
			9,850	9,008	10,216	9,340	9,387	9,181								Green	Green	9,000
Customer Focus	Local	Members' Enquiries, percentage responded to within 10 working days																
																	79%	
			85%	84%	77%	78%	80%	76%								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>																
		Aug the best and also the highest volume in YTD at 205 out of 280, YTD is 746 out of 1050; S2:We are trying to increase awareness of the procedure, timescales, and the importance of quick resolution at stage 1. There will be an article in the next Smart Talk, an insert in November payslips, and publicity in Harinet. Pilot lunchtime briefing sessions are being held in November for Environment.															71.0%	
			80%*	70.6%	70.1%	71.1%	69.0%	73.2%								Red	Red	80%
Customer Focus	Local	Service investigation complaints (stage 2) responded to within 25 working days																
		Aug the worst month so far, with 22 out of 39, YTD is 86 out of 129. We are trying to increase awareness of the procedure, timescales and the importance of quick resolution at stage 1. There will be an article in the next Smart Talk, an insert in November payslips, and publicity in Harinet. Pilot lunchtime briefing sessions are being held in November for Environment.															66.7%	
			74%	62.5%	58.3%	80.0%	86%	56.4%								Red	Red	80%
Customer Focus	LCE1	Independent review (stage 3) public complaints responded to within 20 working days <i>*05/06 Threshold was 25 days</i>																
																	95.0%	
			94%*	100%	100%	83.3%	100%	100%								Green	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> As a result of Corporate and Directorate action, the target was achieved in August.																
																	64%	
			65%	66%	59%	54%	66%	71.0%								Green	Red	70%
Customer Focus	Local	Waiting times - % personal callers to Customer Service Centres (CSC) seen in 15 minutes																
		The Recovery plan is being overhauled with targets and timescales added.															48.3%	
			63%	41.1%	54.1%	47.8%	49.4%	48.3%								Red	Red	70%
Customer Focus	Local	Switchboard - Telephone answering in 15 seconds																
		Above Target															95.8%	
			98%	97.9%	96.3%	95.4%	95%	94.3%								Green	Green	90%

Perspective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Customer Focus	Local	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>															
		Above Target														79.0%	
Customer Focus	Local	Call Centre: Calls answered in 15 Secs as % of calls presented															
		The Call Centre Recovery plan is being overhauled with targets and timescales added.														28.2%	
Customer Focus	Local	Call Centre: Calls answered as percentage of all calls presented															
		August's performance just below target. The Call Centre Recovery plan is being overhauled with targets and timescales added.														77.7%	
Customer Focus	Local	Call Centre: Average queuing time <i>Min:Sec</i>															
		The Call Centre Recovery plan is being overhauled with targets and timescales added.														01:46	00:40
Financial Health	Unit Cost	Cost per transaction (customer services)															
		£4.41	£4.80	£4.33	£4.08	£4.42	£4.43									Amber	£4.38
Financial Health	Unit Cost	Cost per visit/interaction (libraries)															
		Higher YTD unit cost reflects higher levels of expenditure in early part of year and lower number of visitors: a trend which is reversed over the course of the year.														£2.88	
Excellent services	BV 126 (part)	Domestic burglaries, annual equivalent seasonally adjusted to 2005/06 figures. Actuals in brackets															
		2,851	3,352 (241)	2,949 (240)	2,430 (179)	2,436 (176)	1,879 (174)									Green	2,578 (1010)

Agenda item:

Executive**On 31 October 2006**Report Title: **Financial planning 2007/08 to 2010/11**

Forward Plan reference number (if applicable):

Report of: **Acting Director of Finance**Wards(s) affected: **All**Report for: **Key decision****1. Purpose**

- 1.1 To provide an update on the financial and business planning process.
- 1.2 To propose the release of the pre-business plan reviews.

2. Introduction by Executive Member

- 2.1 This report represents the start of the budget making process, setting out the broad context in which we are making our financial plans for the next four years. Attached are the pre business plan reviews setting out the savings and growth proposals for the business units.
- 2.2 At the moment these plans still show a shortfall over the four years. As we intend to present a balanced budget, many of the growth bids presented will have to be considered carefully against our priorities and more savings will need to be identified, whilst bearing in mind our commitment to maintain and indeed, develop front line services whilst keeping council tax increases below 3%.
- 2.3 I am convinced that through the scrutiny process we will come through with a balanced budget, which will enable us to deliver on these commitments.

3. Recommendations

- 3.1 That the national and local updates are noted.
- 3.2 That the pre-business plan reviews are released for consultation and budget scrutiny.

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

Contact Officer: **Gerald Almeroth, Acting Director of Finance**

4. Executive Summary

4.1 There are a number of pending government announcements in respect of financial planning issues, including the comprehensive spending review 2007, the Lyons Review and the White Paper on Local Government, which may have a significant impact on the Council's medium and long term position.

4.2 Local financial issues are being managed as planned, and the pre-business plan reviews are now scheduled for release to enable consultation and the budget scrutiny process. The Council has significant financial challenges in terms of producing a balanced budget over the planning period.

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

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

- Report of the Acting Director of Finance to the Executive on 4 July 2006 – Financial planning 2007/08 to 2010/11
- Releasing the resources to meet the challenges ahead: value for money in the 2007 CSR – HM Treasury, July 2006

7. Background

7.1 The Executive on 4 July 2006 considered a comprehensive report on financial strategy for the period 2007/08 to 2010/11 and agreed a business planning and budget-setting process. At that time the budget showed a significant gap for the years 2007/08 and 2010/11, with an overall gap of £13.6m over the full four year planning period. This assumes the achievement of pre-agreed savings proposals of £8.2m. The assumption council tax in the projection is an increase of 2.5% in each of the four years and a known grant settlement figure of 2.7% in 2007/08. Attached at appendix 1 is the budget trail as reported to Executive in July.

7.2 This report provides an update on financial planning issues and proposes that the pre-business plan reviews are released for consultation and the scrutiny process.

8. National update

8.1 The **Lyons Review** is due to complete in December 2006 and as reported previously is a more extended review than originally envisaged. It is to deal with the issues around central and local accountabilities and how that is reflected in governance and funding

structures. The review now covers the strategic role and function of local government, together with funding issues such as council tax, revaluation, benefits, business rates, other potential local taxes, and charges for services. Any changes may start to impact from 2008/9. A recent interim report set out three key priorities for change: greater clarity of role for central and local government, greater recognition of local government's role in 'place-shaping', and improved capacity in local authorities to adopt such a role.

8.2 In recent years, the government has conducted bi-annual spending reviews which have covered three-year periods. These have set totals for national local government expenditure together with Treasury-lead policy directions. The planned spending review for 2006 was deferred by the government to enable a more fundamental **Comprehensive Spending Review** (CSR) in July 2007 which, for local government, will incorporate any agreed conclusions from the Lyons Review. Increases in local government expenditure are expected to be much lower than previously, with real terms cuts in some areas. The CSR will set spending totals from 2008/9. An interim report from the Treasury issued in July 2006 'Releasing the resources to meet the challenges ahead: value for money in the 2007 CSR' sets out the key components for the basis of future financial planning:

- success in reported efficiency gains and a future target of 2.5% per annum;
- reviews of existing policies and programmes, harnessing of new technology and value for money reviews to deliver further efficiencies;
- reduction of administration budgets to release resources to the front-line;
- restriction of pay settlements to the government's inflation target of 2%, and;
- delivery of a comprehensive asset disposal programme.

The underlying message is that in future grant settlements there may be more explicit links between savings, new financial burdens and council tax levels in the context of general expenditure constraint.

8.3 The government intends to issue a **White Paper** to set out the future development of the role of local government. The content is not fully certain at this stage, but may cover city regions, devolvement of powers to authorities and communities. In practice, any significant change is likely to depend upon funding issues, which will need to be set out in the Lyons report.

8.4 The Office for National Statistics (ONS) has issued mid-year **population estimates** for 2004 which will be used for the 2006/7 settlement. The population of Haringey is estimated to have reduced by 400 to 224,300. Members will be aware of longstanding concern with the way these figures are prepared, and the impact is likely to be greater in future as these estimates will be used to make projections for multi-year settlements. The main concerns are in respect of estimates for internal and international migration, which may tend to under-enumerate Haringey's relatively transient population and which appear to be at odds with other population data sources. There is also an issue regarding the calculation of future projections where we are arguing they should take into account the Mayor's London Plan assumptions on housing growth. The Leader wrote directly to the Minister regarding these issues on 19 September 2006.

- 8.5 There were some major methodology changes to the revenue grant funding formula last year and it is predicted that this will only be updated for data changes in 2007/08. Haringey is to receive a 'floor' increase of 2.7% next year. The position and risks on providing the revenue support for **financing capital** has previously been reported to Members. The government allocate supported borrowing approvals, which in theory is then backed up by additional revenue grant to finance the loan repayments. However, authorities at the grant 'floor' may not necessarily see the grant flow through the system and turn into extra cash. This is particularly important with large capital programmes such as Building Schools for the Future (BSF) and representations have been made to the government to request that this is financed by a capital cash grant. If this is not the case then there is a risk that the costs of financing this capital would not be properly supported by government and it could be argued that this cost should then fall on the dedicated schools grant (DSG) rather than the general fund.
- 8.6 The government made announcements last year in respect of the allocation of **Neighbourhood Renewal Fund** (NRF) for the period to 2007/8. Our allocation reduces from £8.2m in 2006/7 to £7.9m in 2007/8. There are also the funding streams under the Safer and Stronger Communities (SSCF) banner, which will also be allocated under the new framework for Local Area Agreements. The allocation for 2007/08 is expected to be in line with the 2006/07 figure of £2.9m.
- 8.7 The **Local Authority Business Growth Incentive** (LABGI) scheme, which came into operation this year has been revised. The main changes relate to removal of the cap and the scaling back factor in the formula calculations. The scheme allows an authority to retain a proportion of any increase in business rate revenues above a certain floor, which is based on historic growth patterns. In the first year Haringey received £0.8m. The general pattern was a wide range of awards with many authorities receiving nothing and some others receiving much larger sums. The nature of the formula means that it is very difficult to predict the award levels in advance.
- 8.8 The government is consulting on changes to the Local Government **Pension** Scheme, which include making the scheme more affordable in the long term as well as ensuring it is fit for purpose in today's more flexible working environment. The current assumption of increases in employer contributions in the medium term will need to continue.

9 Local update

- 9.1 The Council's **accounts** for 2005/06 were agreed as planned in June. The final position was in line with that previously anticipated and general balances are at the predicted target level of £10m.
- 9.2 The Council's latest **budget management** position is reported elsewhere on the agenda. Members will note that based on the August position a net overspend of £4.5m is anticipated. Although management actions is being taken to reduce this to a projected £2.8m overspend some of the significant variations are underlying base budget issues will need to be addressed in budget setting for 2007/08 and are mainly:
- asylum seekers – changes to the funding regime in 2006/07 has left the Council with a £1.5m net gap in unbudgeted resources;

- PCT – withdrawal of direct funding from joint services of £0.6m, and;
- adult social care – higher demand for services increasing costs by some £1.7m

- 9.3 The achievement of the targeted **HRA** level of balances of £5m over the planning period will need to be reviewed carefully in light of cost pressures on housing repairs, potential under performance on rent income collection, and the need to improve services to achieve the necessary two stars to release the ALMO capital investment.
- 9.4 The process for the strategic management of **NRF** and **SSCF** resources will involve theme board allocations being agreed by the Haringey Strategic Partnership (HSP) in November and detailed programmes in January. Members are aware that some NRF resources have been applied to enhance mainstream spending programmes, and the inter-relationship between on-going allocations and business unit budgets will require careful management through the remainder of the business planning and budget process.
- 9.5 As reported in July, all authorities are required to implement '**single status**' pay arrangements incorporating former manual staff by April 2007 and that it is expected that a net increase in the pay bill is likely. Current assumptions are that pay changes would be effective from April 2006, however the national union negotiating stance is for six years backdating, which could have significant financial implications. The Council will seek to minimise any backdating in its negotiations.
- 9.6 The position on **homelessness** is that the current favourable subsidy arrangements are likely to significantly change from 2008 and although the budget plans do include an assumption in respect of this, it will need to be reviewed to ensure a prudent approach is adopted.
- 9.7 There continue to be significant inflationary pressures in respect of **energy** prices. The Council is changing its energy procurement arrangements this autumn, which is intended to negate some of the large recent increases. The position will need to be further reviewed in the budget planning process to fully determine the impact across the Council.

10 Business planning process

- 10.1 The business planning process has been proceeding as planned in the July report. The pre-business plan reviews have been prepared in conjunction with Executive Members and can now be released to underpin the consultation and budget scrutiny processes; they have been circulated separately. The reviews have been prepared in the context of the **manifesto** of the majority group, which will feed into the Council's contribution to the **Community Strategy**.
- 10.2 All new savings and investment proposals are, of course, options at this point and the budget package to be proposed to the full Council will be developed in the light of government announcements of grant settlement from 2008/09 onwards and consultation and scrutiny responses early in the new year. A net savings target of £21.8m was set for planning purposes over the four year period and this comprises the identified budget gap of £13.6m previously reported and a review of the previously identified savings total of £8.2m.

11 Consultation

11.1 The pre-business plan reviews here proposed for release underpin all the Council's budget consultation activity. Consultation will be carried out with various representatives of tenants, residents, businesses, partners and the Council's own Overview and Scrutiny Committee.

12 Conclusions

12.1 Various recent government announcements have significant implications for financial strategy. The Council's own local processes are proceeding as planned. The Council has a significant challenge ahead in terms of producing a balanced budget over the planning period.

13 Recommendations

13.1 That the national and local updates are noted.

13.2 That the pre-business plan reviews are released for consultation and budget scrutiny.

14 Comments of the Head of Legal Services

14.1 The Council is under a statutory duty to set a balanced budget having regard to the report of its Chief Finance Officer as to the robustness of the estimates and the adequacy of proposed financial reserves. This must be preceded by robust and comprehensive financial planning.

15 Equalities Implications

15.1 The Council's financial planning process is designed to capture all strategic issues including equalities implications.

16 Use of Appendices

16.1 Appendix 1: gross budget trail (as previously reported to Executive 4 July 2006)

16.2 Appendix 2: draft pre-business plan reviews (circulated separately)

Gross Budget Trail	2007/08	2008/09	2009/10	2010/11
	£'000	£'000	£'000	£'000
Budget brought forward	366,511	382,819	399,533	416,195
<u>Changes and variations</u>				
Inflation	8,000	8,420	8,840	9,260
Agreed in previous years budget process	8,752	2,547		
Changes and variations in this report:				
- capital financing costs	750	800	1,037	1,078
- pension fund			1,060	1,070
- waste disposal			500	500
- contingency	3,000			
- Alexandra Palace	(1,000)		(6,952)	
<u>Savings</u>				
2005/06 process				
- identified savings	(2,892)			
2006/07 process				
- changes to existing savings	(470)			
- identified savings	(1,738)	(3,123)		
	(5,100)	(3,123)	0	0
<u>Investments</u>				
2005/06 process	(325)			
2006/07 process (see appendix b)	(3,912)	(75)		
	(4,237)	(75)	0	0
<u>Dedicated schools grant (DSG)</u>				
Passporting of DSG	11,732	10,787	11,531	12,326
<u>Balances</u>				
Contribution to / (from) balances 2005/06 process	360	(642)		
Contribution to / (from) balances 2006/07 process	(337)			
Gross Council budget requirement	388,431	401,533	415,549	440,429
Less dedicated schools grant (specific grant)	(156,327)	(167,114)	(178,644)	(190,971)
Net Council budget requirement	232,104	234,419	236,905	249,458
Funding				
Council tax (see below)	93,984	96,333	98,743	101,211
Government support - formula grant and NNDR	132,508	136,086	138,808	141,583
	226,492	232,419	237,551	242,794
Resource shortfall/(excess)	5,612	2,000	(646)	6,664
Council tax	£	£	£	£
Council tax (LBH)	1,122.35	1,150.40	1,179.17	1,208.65
Council tax base (after provision for non-recovery)	83,739	83,739	83,739	83,739
Precept	93,984,467	96,333,346	98,742,517	101,211,142
Rate of council tax increase (Haringey element)	2.5%	2.5%	2.5%	2.5%
GLA rate of council tax increase	n/a	n/a	n/a	n/a
Combined council tax increase	n/a	n/a	n/a	n/a
£ per week increase (Haringey element)	£0.53	£0.54	£0.55	£0.57

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Report Title: **Establishment of a London-wide Mutual Insurance Company**

Forward Plan reference number (if applicable): **[add reference]**

Report of: **Acting Director of Finance**

Wards(s) affected: **All**

Report for: **Key decision**

1. Purpose

- 1.1 To advise Members of the proposals to create a London-wide mutual insurance company and the risks and benefits of participation in the mutual.
- 1.2 To agree to Haringey's participation in the mutual, subject to its successful implementation in 2007 and its ability to fulfil Haringey's insurance requirements.
- 1.3 To provide a financial guarantee of up to £1million to assist the establishment of the mutual and enable Haringey to participate as a full member.

2. Introduction by Executive Member

- 2.1 Membership of the LAML gives us the opportunity to participate in a London-wide mutual insurance company, thus saving the council tax payer up to 15% on Haringey's anticipated insurance costs. I am convinced that going down this route will yield future savings which can then be used to further develop our services to the people of Haringey.

3. Recommendations

- 3.1 To agree to Haringey's participation in the mutual, subject to its successful implementation in 2007 and confirmation that the new arrangements will provide value for money.
- 3.2 To provide a financial guarantee of up to £1million to assist the establishment of the mutual and enable Haringey to participate as a full member.
- 3.3 To agree to nominate the Director of Finance to become a board member of the mutual, subject to appropriate indemnity insurance being provided.

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

Contact Officer: **Anne Woods, Head of Audit and Risk Management**

4. Head of Legal Services Comments

4.1 External legal advice has been sought for the proposal by the lead authority, the London Borough of Croydon, and reported through the project steering committee.

4.2 The external advice provided concentrated on three areas namely powers, procurement and competition/ state aid. That legal advice is as follows:

Powers

4.3 The external lawyer's view is that the participating Councils have the power to establish the LAML and to participate in obtaining services from the LAML, the external advisers rely on Section 2 of the Local Government Act 2000 where a 'local authority has power to do anything which it considers likely to achieve the promotion or improvement of the economic, social or environmental well being of its area' In determining whether or how to exercise the power must have regard to their community strategy. The power must not be used to raise money or do anything which an Authority is unable to do by virtue of any prohibition, restriction or limitation. Legally what is an innovative scheme is not free from possible challenge, as the extent of the well being powers have not been fully tested and the scheme may not meet all the public law considerations such as reasonableness or sufficiency or relevance.

Procurement

4.4 Insurance is considered a schedule A service to which the full EU procurement rules are applicable. The EU rules may not apply where there is procurement of insurance services by a Council with the LAML, where a public authority contracts with itself (or with a body that the Council exercises control, which is similar to that it exercises over its own departments). As it is envisaged the participating authorities will wholly own the company it is likely that these exemptions as to procurement will apply. Where LAML procures third party services the EU procurement rules generally will apply, however the legal position expressed will require further investigation.

State Aid / Competition Law

4.5 Competition rules sanctions apply where there is a competitive agreement(s) between undertakings (Article 81) or an abuse of a dominant position (Article 82), the external lawyers advise recognises that on the face of it the scheme may fall foul of Article 81, however the advice states because the proposed insurance contracts will be limited to 3 years and they do not obligate the Councils to insure with LAML, the insurance agreement may not be considered restrictive. The external lawyers also suggest that

exemptions under the Competition rules may also be available.

4.6 External lawyer advice considers that since both the participating Councils and the LAML are public undertakings, the payment of premiums or the provision of capital would not constitute state aid. Advice is that state aid issue would only arise if the LAML offered insurance to non public authorities on discounted terms by reason of the application of public funds to defray the costs of supply.

4.7 The Head of Legal agrees in principle to the scheme subject to further inquiry as to the precise legal parameters and the premium and insurance terms being competitive/value for money.

5. Local Government (Access to Information) Act 1985

1. Financial Plan for the Mutual
2. 'How does the Mutual work' document
3. LAML Accounting Issues
4. Memorandum and Articles of Association of the Mutual and Rules of the Mutual
5. Advice from Roger Henderson QC on legal powers
6. Advice from Rhodri Williams QC on procurement
7. Advice from Julian Maitland-Walker solicitors on competition law and state aid
8. Advice from Weightmans solicitors on directors' responsibilities, probity controls and information management.

6. Strategic Implications

- 6.1 The vision for the future in Haringey's Community Strategy includes 'improving the quality of life for the people of Haringey...' to be achieved through five key priorities. Those priorities, in particular improving services and improving the environment, are key to achieving an improvement in the well-being of the area and is clearly underpinned by the Council's commitment to value for money.
- 6.2 The government's efficiency agenda including through Gershon make clear that improved value for money can be secured through joint procurement and shared services.
- 6.3 This proposal demonstrates the Council's commitment to achieving an improvement in the well-being of the area and the economic well-being of the authority.

7. Background

- 7.1 This report describes the proposal to establish a 'mutual' insurance company controlled by, and run for the benefit of, participating London authorities. An insurance mutual is a joint venture controlled by its members. The members insure with the mutual, instead of with commercial insurers, and they pool risks and share costs.

- 7.2 A steering committee of London Treasurers, assisted by working groups of London Borough Risk managers, and acting through the London Borough of Croydon, has been evaluating a proposal to create an insurance mutual. The project has been supported financially by the London Centre of Excellence (LCE). The steering committee and the LCE commissioned Charles Taylor Consulting PLC (CTC) to carry out a feasibility study using data from 26 authorities: London Boroughs, the City of London and the GLA.
- 7.3 CTC reported that a mutual would offer its members savings of 15% on average on insurance premiums for liability and property insurance and accumulate estimated surpluses in excess of £8 million over the first five years of trading. The steering committee has employed the services of experienced consultants to assist in the preparation of projected operating income and expenditure and these figures are estimates based on their financial model. The final figures will depend on a number of other detailed issues to be resolved in the final planning stages and of course the final actual procurement. Any surpluses would be available to members and could be used to reduce premiums further. This saving reflects the additional purchasing power and cost sharing characteristics of a mutual.
- 7.4 Haringey currently insures with AIG for liability and property insurance and Zurich Municipal for motor insurance. The total 2006/07 annual cost of liability, property and Motor insurance is £1.47 million. These contracts were competitively tendered and have been in place since April 2005 and expire on 31st March 2008.
- 7.5 Over recent years, Haringey has chosen to 'self-fund' some of its risks in order to reduce premiums on some policies. These 'deductibles' operate like the 'excess' provision in household or motor insurance policies. In Haringey, they account for the majority in number of claims. In 2005/06, Haringey's self funded actual payments totalled £2 million against its liability policies and the insurance reserve totalled £10.3 million as at March 2006.
- 7.6 The 'London Authorities Mutual Limited' (LAML) has been set up as a shell company, but is not yet operating. It can only operate when a sufficient number of London authorities agree to take part and when the Financial Services Authority (FSA) registration has been completed.
- 7.7 LAML is a company limited by guarantee. London authorities that wish to take part in the mutual will become full members and have equal voting rights. They will agree to take part in the mutual arrangements and will appoint the board of directors to run the company. Each year, the company will issue policies of insurance to the full members in accordance with their circumstances at the time.
- 7.8 It is recommended that the directors should be selected from the Finance Directors of the full member authorities. LAML will indemnify the directors against any personal liability and will place insurance to back up the indemnity. Directors will determine the strategy of the company and monitor performance.
- 7.9 Day-to-day management of LAML, including administration, issuing annual policies, arranging reinsurance and investing LAML's funds will be handled by an experienced firm of 'pool providers'. LAML will procure these services by competitive tender.

7.10 Members may be aware that Municipal Mutual Insurance (MMI), which operated as a mutual, was a major insurer for local authorities. MMI ceased trading in September 1992 and is currently in solvent run-off. Members need to be satisfied that the model of the proposed mutual is different from that of MMI. The key differences are:

a) the MMI Group in its latter period of operation was not focused purely on the public sector whereas LAML is constitutionally restricted to providing insurances to local government in London;

b) the influence exercised by local authorities over MMI was diluted in the latter years;

c) the regulatory and compliance regime under which the LAML will operate is more onerous than any under which MMI operated;

d) the structure of the insurances MMI offered did not incentivise the practice of risk management, whereas the insurance programmes provided by the LAML require and reward good risk management practice, and;

e) MMI's investment portfolio was heavily biased towards commercial property. LAML will adopt an investment strategy which favours short-term investments and maximises liquidity.

8. Financial Implications

8.1 The FSA registration requires the mutual to be able to access a capital fund sufficient to cover its prospective liabilities. The size of the fund will depend on the number of members, but it is anticipated that the initial fund will be in the region of £5-8 million.

8.2 Authorities that become full members will be required to provide a financial guarantee of up to £1million. The amount of the guarantee will need to be identified as a contingent liability in the accounts of the authority i.e. a note of potential future liabilities. There will only be a call on the guarantee from April 2008, if it is deemed necessary, i.e. only when Haringey has actually placed insurance business with the mutual. LAML will decide the basis on which authorities joining the mutual at a later time contribute their share to the on-going capitalisation requirements of the mutual and such basis will recognise the benefits to the mutual of the initial contributions.

8.3 The Financial Plan for LAML has used projections assuming a mutual commencing operations on 1st April 2007, with 6 members in 2007 and a further 2 members in 2008. The Financial Plan also assumes no further members are acquired and no members are lost during the first 5 years of operation. To date 11 authorities, including Haringey, are recommending membership of LAML to their members.

8.4 The Financial Plan assumes that LAML will be able to offer participating authorities a 15% 'up front' premium saving on those 2006 premiums which it is intended to offer cover on. At this time, it is proposed to offer cover on liability, property and motor vehicle insurance. Over the first five years, using the same assumptions and a retained surplus for members, the projected total saving for the authority is 20% over 2006

premium rates. This estimate has been derived mainly from LAML's ability to use its bulk purchasing requirements to purchase re-insurance policies in the market and the absence of any profit requirements put on LAML.

- 8.5 Haringey's current insurance arrangements are set out in Appendix A to this report, which describes the current levels of deductibles (policy excess) over each of the policies. The mutual will require the authority to maintain this level of deductibles. Over the first five years, the mutual will expect each member authority to move towards its minimum levels of deductibles for each policy if it does not already meet the requirements, namely: £100k for liability and property. No details of the deductibles required by LAML for its Motor Vehicle policy have been disclosed at present therefore it is not possible to state whether there will be any financial impact for Haringey.
- 8.6 Haringey already has LAML's minimum deductible level, or higher, for Education buildings and liability cover. However, the authority would need to increase its self insurance for 'general' buildings (excluding leasehold and commercial buildings) from £10k to £100k over the five years. This could have an additional financial cost over and above existing insurance fund resources, however, in theory this could be offset by a further reduction in premium levels. The table at Appendix A assumes that the 15% policy savings will be applied to the Motor Vehicle policy, but this has not yet been confirmed by LAML.
- 8.7 In addition, Haringey currently has in place 'stop-loss' insurance cover for liability and property, which is incorporated into our existing policies. This cover specifies the maximum costs which Haringey would be required to self-fund in any one financial year for certain policies. The insurance reserve has been established to take account of this. LAML is proposing to offer stop-loss cover, but at an additional cost. No costs for this cover have been provided by LAML for this to date, although it may impact on the 15% savings quoted as achievable by LAML if Haringey intended to purchase individual stop-loss policies. The Council's current stop-loss policies have not been breached in the last five years, but we would need to consider the risk closer to the time of placing business with the mutual.
- 8.8 Haringey currently employs a specialist claims handling company, in conjunction with our insurers, to assist in the management of all its insurance claims. The current contract requires Haringey to place a deposit of £102k per annum with the company. This figure is based on an estimated number of claims per year for each policy. If the number of claims falls below the estimate, Haringey will obtain a refund. Based on current claims experience, Haringey will obtain a refund for 2005/06 and 2006/07. The position with the mutual is that individual authorities should provide their own claims handling arrangements, but it is not clear yet whether our existing provider will work with the mutual. This may change nearer the time as details such as final policy wording becomes clearer. If in the event our existing claims handler does not wish to continue then we would need to seek alternative arrangements, which may have a financial impact.
- 8.9 In principle, the 'deductible' thresholds would remain, and the mutual would only carry risk above these levels. In addition, the mutual would reinsure the very highest level risks (for example, catastrophic risks where the claims involve very large sums of money) with a commercial insurer, after a procurement exercise, and this would benefit

from the extra purchasing power of a larger group of local authorities. Therefore the mutual itself would only have to cover mid-range claims, above the deductible limits and below the level for reinsurance. These would be met from the premiums paid to the mutual and the capital held by it, or if that should prove insufficient, by further contributions from the participating authorities.

- 8.10 The maximum amount levied on a participating authority, in addition to the premium, in respect of any one financial year without a special resolution passed by the authorities at an annual or extraordinary general meeting is 50% of the premium paid by each authority in relation to that financial year. This right by the board of directors to raise additional premium income is considered to be a last resort. The intention is that the reinsurance protection afforded to the mutual covers the risk of adverse years, therefore this right is not one expected to be exercised in practice.
- 8.11 The mutual is not a standard procurement process and therefore the Council needs to be satisfied that value for money is being achieved. The financial model demonstrates value for money and estimates a 15% premium savings, however, this will only be completely certain when the mutual is operating. The Council's previous tendering process in April 2005 resulted in net savings of £200k p.a. so we know that we currently have competitive arrangements. The mutual will procure re-insurance cover through formal EU tendering and therefore this should ensure that maximum value for money is obtained.
- 8.12 In summary the potential saving is £220k based on the financial model, although a number of detailed issues are yet to be finalised as discussed above, which may impact on the level of this saving. Together with the knowledge that the Council produced financial savings at the last procurement in 2005, it would be prudent at this stage to not include a further saving in the budget plans at this point. If this is realised then this could count towards the approved target for Procurement.

9. Equalities Implications

- 9.1 There are no direct service delivery equality implications at this stage. When the plans and operational procedures for LAML are fully developed, the issues will be reconsidered to review any possible equalities implications.

10. Consultation

- 10.1 No consultation has been undertaken to date.

11. Conclusion

- 11.1 The establishment of LAML presents both risks and benefits for London Authorities. External legal advice obtained concludes that establishing and operating LAML would be within the powers of local authorities. FSA registration for LAML as an insurer is currently being sought and it is anticipated that this will be obtained by December 2006. Some of the issues raised in this report should be clarified by April 2007, the deadline for LAML to become operational. If members support the proposals, Haringey will ensure that we participate in the working groups to set up LAML to ensure that any detailed issues or concerns are raised and addressed appropriately.

11.2 At present, LAML proposals are still in draft format and there are areas which require further work and clarification. A summary of the main risks and benefits are listed in the table below.

Risks	Benefits
Not full certainty over costs. The model predicts savings that theoretically could be delivered.	The mutual will share 'best practice' experiences in claims handling and risk management across all members. Financial incentives to improve risk management and claims experience.
Predicted savings levels may not be achieved due to uncertainties, or may be absorbed or partly absorbed by other issues.	Improved purchasing power in the re-insurance market.
Additional financial commitments may be required if catastrophic losses occur (this would be the case without the mutual, but it can now be shared).	Financial risk will be spread over wider base of authorities and therefore this will smooth any significant impacts.
The detailed wording the policy cover documents may not reflect Haringey's current requirements, however the Council will be part of the working groups in formulating the standard wording for policies.	Policies applicable to the risks facing London authorities specifically, not the UK as a whole.
Potentially increased financial and personnel resource requirements to manage issues previously dealt with by insurance providers.	Any surpluses generated would be retained by and for the benefit of LAML's members.
	Not tied to small pool of insurance providers.
	Individual policy cover for each member depending on circumstances, claims history, risk management practices etc.

11.3 If LAML is successful, Haringey could benefit both financially and operationally in terms of economies of scale and improved risk management processes which would bring wider benefits to its residents.

12. Use of Appendices / Tables / Photographs

12.1 Appendix A – Summary of current insurance cover and LAML proposals

Summary of current insurance cover and LAML proposals

Policy	Current Insurer	2006/7 Premium £	Potential saving (15%) £	Deductible/Excess (each and every claim) £	LAML required excess £	Current Stop Loss Cover £
Liability (excluding tree root damage)	AIG	325,500	48,825	£150,000	£100,000 minimum Retain existing £150,000 excess	£3.5million per annum
Property	AIG	903,901	135,585	£100,000 Education buildings £10,000 other buildings (excl commercial/leasehold)	£100,000 minimum Retain existing excess for Education buildings <i>Need to budget to increase 'other buildings' excess to £100,000</i>	£500,000 per annum – Education buildings only
Motor Vehicle	Zurich Municipal	240,485	36,072*	£250 Accidental Damage £1000 Theft	Not specified	
Total		1,469,886	220,482			

* Assumed 15% savings for Motor Vehicle Policy, although LAML documentation only specifies 15% savings will be achieved on Liability and Property policies

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Report Title: **Tottenham Town Hall and Former Clyde Road Depot**

Forward Plan reference number (if applicable):

Report of: **Acting Director of Finance**

Wards(s) affected: **Tottenham Green**

Report for: **Key Decision**

1.0 Purpose

- 1.1 To provide a summary of the revised bids received for the refurbishment and redevelopment of the Tottenham Town Hall and former Clyde Road Depot together with an assessment of the bidders as potential development partners.
- 1.2 To select a private sector development partner in order to secure the conservation and refurbishment of the principle heritage/community areas of the Town Hall and redevelopment of the former Clyde Road depot.

2.0 Introduction by Executive Member

- 2.1 The developers selected presented the best proposals on all the selection criteria and the scheme proposed worked well with the neighbouring Bernie Grant Centre as well as fully complying with the development brief.
- 2.2 It is important for the regeneration of Tottenham that the historic town hall is preserved and developed, and I am convinced that the proposals set out in this report represent our best opportunity to enable the people of Tottenham to enjoy its facilities for many years to come.

3.0 Recommendations

3.1 It is recommended that the Executive approve:

- i. Newlon Housing Trust as the preferred development partner for the refurbishment of the principle heritage/community areas of the Town Hall and redevelopment of the former Clyde Road depot.

- ii. London & Quadrant Housing Trust/GLE/CoNEL as the reserve development partner in the event that final terms cannot be agreed in (i) above subject to (ii) above.
- iii. To authorise the Acting Director of Finance to negotiate and enter into a development agreement for both the Town Hall and former Clyde Road depot with the preferred partner as detailed in section 7.5 of the report in consultation with the Executive Member for Finance.
- iv. To authorise the formation of a steering group of council officers to work with the preferred development partner in order to finalise the detailed scheme proposals for the site and including key Member level oversight and sufficient community engagement with key stakeholders.

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

Signed: _____ Date: _____

Contact officer: Olayinka Jawando
 Position: Acting Senior Valuer
 Telephone: 020 8489 2179
 e-mail: olayinka.jawando@haringey.gov.uk

4.0 Executive Summary

4.1 The development of the Town Hall and depot site has always been a part of the Council's wider plans to transform Tottenham and accords with the Tottenham High Road strategy. Hence the Council's resolution to dispose the site is based upon the following objectives as outlined in the approved development brief for the site:-

- The desire to restore / refurbish the Town Hall and preserve and enhance the character of the Conservation Area.
- To assist in creating additional employment opportunities in the area.
- To improve the local environment, through development, to actively benefit the local community.
- To develop the site to provide for a mix of uses which complement the adjoining Bernie Grant Arts Centre and neighbouring use.
- To attract further private and public investment and to act as a catalyst for the regeneration of the wider Tottenham Green area.

4.2 The proposal is that the site and buildings are offered on a long lease allowing the Council, as freeholder to have a degree of control and guardianship in the future in accordance with English Heritage's preference for civic buildings. It is considered essential that there is a properly constituted and co-ordinated management scheme for the site and its environs involving BGAC and CoNEL.

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

5.1 There are no proposed changes in policy.

6.0 Local Government (Access to Information) Act 1985

6.1 Approved Development Brief prepared by Donaldsons
Approved Marketing Brief prepared by Messrs Donaldsons
Conservation Plan prepared by Alan Baxter and Associates
Current and draft Unitary Development Plan.
Adopted Supplementary Planning Guidance -Tottenham Baths and Clyde Road Masterplan
Executive reports of 1st July 2002, 25th February 2003 and 17th February 2004
Planning Committee report July 2002
Transforming Tottenham Advisory Committee December 2004

7.0 Background

- 7.0.1 Tottenham Town Hall, whose centenary was in 2005, is a grade II listed building of both historical and architectural importance. The former Clyde Road Depot is also within the curtilage of the Town Hall and is therefore deemed to be listed and in afforded the same protection.
- 7.0.2 The Town Hall has an extensive backlog of maintenance and health and safety requirements with the depot buildings in a ruinous state. Considerable capital investment is needed, especially due to the listed status of the buildings, as any proposals must have regard to the heritage constraints of these properties.
- 7.0.3 Consequently, in July 2002, the Executive approved council support to the Bernie Grant Centre by the granting of a 125-year lease of the former Tottenham Baths site for the siting of the Bernie Grants Arts centre and marketing of the remainder of the Town Hall site including the former Clyde Road Depot.
- 7.0.4 The Council's Planning Committee in July 2002 adopted a Masterplan for the depot and former baths building and its environs including the Town Hall as supplementary planning guidance.
- 7.0.5 Donaldsons were appointed in 2004 to assist the Council with a marketing exercise pursuant the selection of a development partner to assist the Council with the regeneration of Tottenham Town Hall and the redevelopment of former Clyde Road Depot. The Council's resolution to dispose of the site is based upon the following objectives as outlined in the approved development brief for the site:-

- The desire to restore / refurbish the Town Hall and preserve and enhance the character of the Conservation Area
- To assist in creating additional employment opportunities in the area
- To improve the local environment, through development, to actively benefit the local community
- To develop the site to provide for a mix of uses which complement the adjoining Bernie Grant Arts Centre and neighbouring use
- To attract further private and public investment and to act as a catalyst for the regeneration of the wider Tottenham Green area.

7.0.6 In essence, the Council is seeking a development partner who will undertake the redevelopment on the former Clyde Road Depot and restore / refurbish the Town Hall bringing it into a use, which will help ensure its future in the long term.

7.0.7 Given the sensitive nature of the site and specifically the Town Hall building, Alan Baxter Associates with the support of English Heritage, produced a Conservation Plan, which highlighted the most sensitive areas of the Town Hall and Clyde Road Depot. This being an overall blue print for these buildings setting out the most important elements for conservation as well as opportunities for adaptation.

7.0.8 A two stage marketing exercise was undertaken with initial expressions of interest sought in an advertisement in the Estates Gazette coupled with a targeted mail shot to developers who had previously shown interest in similar projects. The marketing exercise generated 131 requests for information out of which eight parties submitted first stage submissions in accordance with the Development and Marketing Briefs.

7.0.9 The nature of the parties who submitted a first stage submission, both from a commercial and residential perspective, was considered positive. The list of parties reflected a range of potential developers including large housing associations to smaller niche development companies.

7.0.10 Four of the eight bidders were then selected to proceed to the second stage of the marketing process requiring detailed proposals for the sites based on the following criteria:

- Scheme design,
- Mix of uses,
- Compatibility with brief,
- Funding,
- Financial offer to the Council,
- Deliverability,
- Track record,
- Financial standing,
- Quality of urban design,

- Professional team.

7.0.11 The four short listed bidders in alphabetical order are:

- Bellhouse Joseph (who subsequently withdrew from the process due to work commitments elsewhere and were replaced by Rock Investment Plc.)
- London and Quadrant / GLE
- Metropolitan Housing Trust
- Newlon Housing Trust

7.1 Development Proposals

7.1.1 The Council identified the following scheme requirements for any proposal to refurbish and redevelop the Town hall and the former Clyde Road Depot in the development brief which was approved by the Executive on 17 February 2004 and the marketing brief:-

- A community role and the heritage value of the Town Hall conserved and rejuvenated within the scope of a private development allowing for continued public access to the entrance hall and public use of the Moselle Room.
- Retention, repair and improvement of the main areas of the Town Hall and appropriate re-use for business, training, hotel, food and drink or complimentary (to the Bernie Grant Centre and Tottenham Green Leisure Centre) leisure uses.
- Provision of residential accommodation of 140 units, evenly divided between private and affordable accommodation within a maximum of five storeys.
- Minimal parking provision due to public transport availability.
- Regard to be given to pedestrian permeability and safety in the context of the Bernie Grant Centre and movement to Seven Sisters station.
- Long term sustainable management scheme, which will not break up ownership and responsibilities for the area.
- Public realm improvements in conjunction with Council proposals for the Town hall frontage, Tottenham Green (the first phase of which is currently being undertaken) and the wider improvements which include pedestrianisation of Town Hall Approach.

7.1.2 The developers have all produced schemes in accordance with both the development and marketing briefs and subsequent issued guidance, details of which are appended. However brief details and a synopsis of each developers proposal is set out below:

London & Quadrant/ GLE Property Developments/CoNEL

- Restoration of the Town Hall to provide office accommodation, ICT and library facilities for CONEL with the Moselle Room utilised for public events, business conferences etc. allowing continued public access.
- Remodelling of the rear of the Town Hall to provide for a purpose built crèche facility also linked to CONEL.
- A mixed tenure residential development providing 140 units situated around a private courtyard
- The provision of two public open spaces. The first being a piazza which interacts with the proposed courtyard to the front of the BGAC. The second being a new public square flanked by the proposed crèche / ICT facilities, the fireman's cottages, new residential and the south elevation of the BGAC.
- A “car free” development except for a limited number of parking spaces for wheelchair-accessible dwellings.

Generally a good quality of submission with a clear format and good presentation. Their proposals reflect a good understanding of the briefs’ and subsequently issued guidance.

Metropolitan Housing Trust/CoNEL

- Refurbishment of the Town Hall for occupation by CONEL as a teaching and crèche facility.
- Remodelling of the rear of the Town Hall to provide for a new flexible learning centre, again utilised by CONEL.
- Provision of a single public open space which separates the Town Hall uses from the residential accommodation.
- Provision of a private, secure play area for the proposed crèche facility located at the area between the rear of the existing Town Hall and the rear extension
- A mixed tenure residential development providing 140 units situated around a private sunken garden
- Limited vehicular access with the exception of essential servicing to the Town Hall.
- 20 parking spaces are proposed for the residential units.

Overall a reasonable quality submission with a clear format and good presentation of information. Sometimes unclear in places, however contains required information.

Newlon Housing Trust/CoNEL

- Refurbish and restore the Town Hall with the ground floor entrance becoming a small community style marketplace and the Moselle room available for hire as a conference facility for both public and private organisations.

- Remodelling of the rear of the Town Hall to become a restaurant with residential accommodation above. The restaurant will be situated around an open courtyard which interacts with the area between the BGAC ticket office and main building.
- A mixed tenure residential development providing 140 units situated around a landscaped courtyard
- Limited vehicular access with the exception of essential servicing to the Town Hall. Access will be redirected via Clyde Road to provide access to the BGAC and the development.
- 25 car parking spaces are proposed, of which 20 spaces will be reserved for use by the disabled residents with a further 2 reserved for disabled business users. The 3 remaining spaces will be utilised by City car club.

A good quality of submission with a clear format and good presentation of information. The proposal reflects a good understanding of brief and subsequently issued guidance and contains all required information.

Rock Investments Plc

- Refurbish and restore the Town Hall with the ground floor comprising a bar, restaurant and after school club as well as access to the Moselle Room where a Tottenham Hotspur Museum is proposed. The restaurant to face onto the open space / public square between the BGAC ticket office and main building
- Remodelling of the rear of the Town Hall to become a crèche facility and nursery with residential above. This will include a playground situated between the existing Town Hall and the proposed crèche / nursery, which will be a private secured space.
- A mixed tenure residential development providing 154 units in five distinct blocks arranged to create private gardens and some car parking areas between the accommodation blocks.
- Access into the development is proposed via Clyde Rd
- 41 car parking spaces are proposed. 5 spaces allocated for the crèche and Town Hall commercial uses, 10% to be allocated for disabled parking, and a minimum of 2 spaces for use by the car club.

Generally more limited submission although floor plans are relatively clear however their proposal lacks detailed information in places and therefore difficult to fully assess.

7.2 Overview of the proposals with regard to the relationship with the BGC & CoNEL

BGC

7.2.1 The construction of the BGAC is now well advanced and a recent site visit reinforced to Donaldsons the proximity of the building to the Site and the importance of working up a scheme with full regard to how the Site and BGAC will interrelate. The steel frame and the majority of

external walls of the BGAC are in place, which made it possible to see the scale of the building and its relationship to the Site. It was particularly apparent that the BGAC is positioned close to the southern and northern site boundary of the Town Hall, which we would suggest makes the distance between the BGAC and the rear of the Town Hall, appear quite close. Accordingly, it will be necessary for the final scheme to be designed appropriately that complements the BGAC in terms of scale, proximity, layout and construction materials.

7.2.2 The schemes produced by London & Quadrant and Metropolitan generally appear to relate well to the BGAC in terms of layout and scale, specifically the positioning of the public spaces. With regard to the scheme produced by Newlon the proposed piazza to the rear of the Town Hall relates well to the corresponding space to the front of the BGAC. However, the proposed residential development runs parallel to the southern elevation of the BGAC, which could be over bearing and would need further consideration. Within Rock's proposals, the layout generally does not relate well to the BGAC as access and car parking arrangements could adversely impact on the setting of BGAC. In addition, there appears to be a lack of public open space throughout the scheme to encourage movement between to proposed development and the BGAC.

CoNEL

7.2.3 London & Quadrant and GLE have indicated CoNEL are a 'partner' in its proposals. CoNEL will provide office space, ICT and library facilities for students and local residents within the Town Hall. In addition, the scheme proposes a purpose built facility to the rear of the Town Hall, which will be utilised as a crèche and childcare centre for CoNEL.

7.2.4 Metropolitan's proposal provides a Flexible Learning Centre, a nursery and childcare training centre with associated teaching accommodation in the renovated Town Hall and new build extension for CoNEL. In addition, the proposals include a purpose built facility for a construction training centre to the rear of the building.

7.2.5 CoNEL's requirements have not been included in Newlon's compliant bid; however Newlon have provided a childcare centre and construction training facility within their variant bid.

7.2.6 Rock have not specifically mentioned CoNEL, however, are promoting an after school club within the Town Hall and also a crèche and childcare facility within a new build development to the rear

7.3 Financial consideration

7.3.1 The short-listed parties were all invited to provide proposals to include a financial offer on the basis of;

- Compliant proposal - based on the marketing and development briefs, and subsequent issued guidance
- Variant proposal based – maximising the development potential of the site

The offers submitted has formed part of the assessment for selecting the preferred bidder and will become the starting point for agreeing the final consideration once the development scheme has been agreed with the selected partner.

7.3.2 One of the bidder’s subsequently submitted a revised financial consideration following the presentations on the 11th of September. However, this has not been sufficient to change the scoring of the submission as detailed below.

7.4 Assessment & Presentation

7.4.1 Following detailed consideration of the submissions, Donaldsons and Council officers scored the submissions against set criteria as detailed in the marketing brief which are detailed below:

- Developer – experience, professional team, approach to partnership, financial strength and quality of submission.
- Scheme proposals – layout, mix, density, highways, car parking sustainability etc
- Financial offer– proposed consideration, profit and overage

7.4.2 The submissions were scored against the criteria which were then weighted as follows:

Developer 40%
 Scheme proposals 30%
 Financial offer 30%

7.4.3 The result of the scoring is shown below:

	L & Q/GLE/CoNEL	MHT/CoNEL	Newlon HT/CoNEL	Rock/Genesis HA
Overall score	77%	66%	79%	56%

7.4.4 As the final part of the selection process, all the short listed bidders were invited to present their proposals to Councillors, stakeholders and Council officers on Monday 11 September 2006. The consensus after the presentations was that Newlon Housing Trust were the strongest followed by London & Quadrant Housing Trust.

7.5 Future Ownership, Management and Projected Timescales

7.5.1 Donaldsons working in conjunction with Council officers to examine the different methods of transferring legal interests in the property, procuring the necessary works and securing the future management have given the following advice on the basis that the Council is not able to put forward the necessary capital funding or take on development and future liability risk.

7.5.2 It is proposed that the Town Hall site and the former Clyde road depot site and buildings are offered on a 125-year lease. This will allow the Council, as freeholder to have a degree of control and guardianship in the future in accordance with English Heritage's preference for civic buildings. As important will be the need to control the physical relationship and common areas with the Bernie Grant Arts Centre, although the actual management will be with the leaseholder. It is essential that there is a properly constituted and co-ordinated management scheme for the site and its environs involving the BGC partnership and CoNEL.

The alternative to the above would be to offer the Town Hall on a 125-year lease and the depot site freehold.

7.5.3 As all the proposals for the depot site are for multi storey residential units, it is unlikely that there will be any material difference in the financial consideration whether the land is transferred as long leasehold or an outright freehold disposal. The Head of Corporate Property recommends, as a matter of policy, to have a presumption for disposing land on long leasehold, for the benefit of future generations and to maintain a degree of control over future development

7.5.4 The Council will enter into a development agreement with selected development partner to secure an approved development within a defined time scale and the lease will specify controls and good management of the completed scheme in the future such as the permitted uses.

7.5.5 Once selected, the developer will need to work up proposals, obtain planning permission and listed building consent. The Council will have a co-ordinating role during this process to prevent it becoming protracted.

7.5.6 Projected Timescale

2006	
Oct	Selection of preferred development partner by Executive
Nov	Scheme proposals worked up in detail in conjunction with steering group and Transforming Tottenham Advisory Committee.
2007	
Mar	Negotiation and finalising of development agreement
May	Developer's Planning & Listed Building Applications
June	S.106 negotiations

Re-location of CAB & Age Concern – 18 months minimum.

Nov	Permissions granted
Dec	Conditional Transfer - Deposit or partial Capital Receipt
2008	
Mar	Start on site
	Construction phases
2010	Completion

8.0 Consultation

8.1 Consultations were previously carried out in relation to Master-planning activities. It is envisaged that there will be further specific public consultation on the final proposals as part of the considerations for planning permission and through the steering group that will provide the opportunity for further community engagement and Member involvement.

9.0 Financial Implications

9.1 A sale under the terms of the tender undertaken in conjunction with Donaldson's would generate a sizeable capital receipt of which 100% would be usable for the Council's budgetary requirements.

The conditions of the sale allow us to zero rate the supply and therefore there are no VAT implications.

The cost of maintaining the Town Hall will be the responsibility of the leaseholder as contained in the development agreement.

The financial consideration submitted by the developers had a range of values, however Newlon the recommended development partner's offer coupled with their proposals delivers best consideration.

The final capital receipt will depend on the agreement of the make up of the final scheme.

10.0 Summary and Conclusion

10.1 As stated above, the Town Hall has an extensive backlog of maintenance and health and safety requirements with the depot buildings in a ruinous state thus requiring considerable capital investment especially due to the listed status of the buildings.

10.2 The collaboration of the Council with a private developer will facilitate the injection of the much needed capital funding and entrepreneurial skills to refurbish and redevelop the Town Hall and former Clyde Road Depot. Whilst conserving the community role and the heritage value of the Town Hall allowing for continued public access to one of the entrance hall and public use of the Moselle Room.

10.3 The preferred developer's proposals albeit subject to planning permission will improve the potential for success of both the Bernie Grant Centre and the development of the whole site, in both economic and regeneration

terms. The overall development of the site will provide employment and training opportunities for local people.

10.4 This is an opportunity for the whole site to be developed in a cohesive and sympathetic way to the listed buildings.

11.0 Recommendations

11.1 Based on the above, it is recommended that the Executive approve:

- i. Newlon Housing Trust as the preferred development partner for the refurbishment of the principle heritage/community areas of the Town Hall and redevelopment of the former Clyde Road depot.
- ii. London & Quadrant Housing Trust/GLE/CoNEL as the reserve development partner in the event that final terms cannot be agreed in (i) above subject to (ii) above.
- iii. To authorise the Acting Director of Finance to negotiate and enter into a development agreement for both the Town Hall and former Clyde Road depot with the preferred partner as detailed in section 7.5 of the report in consultation with the Executive Member for Finance.
- iv. To authorise the formation of a steering group of council officers to work with the preferred development partner in order to finalise the detailed scheme proposals for the site and including key Member level oversight and sufficient community engagement with key stakeholders.

12.0 Comments of the Head of Legal Services

12.1 Subject to full title investigation to ensure the site is free from encumbrances that may adversely affect the development the Council may dispose of the site under Section 233(1) of the Town and Country Planning Act 1990 to any person in such manner and subject to such conditions as appear expedient in order-

- (a) to secure the best use of that or other land and any buildings or works which or are to be erected constructed or carried out on it (whether by the Council or the developer) or
- (b) to secure the erection, construction or carrying out on it of any buildings or works appearing to them to be needed for the proper planning of the area

The Council's objectives outlined in the approved development brief for the site is consistent with the statutory requirements.

12.2 The grant of a long lease of 125 years to Newlon Housing Trust (or London & Quadrant Housing Trust as reserve partner) would allow the Council to exercise a degree of control throughout the term by way of tenants

covenants in relation to management, future alterations and assignment of the whole or any part of the site however the alternative suggestion of disposal of the Council's freehold interest in the depot could contain controlling measures e.g. restrictive covenants designed to protect the sensitive nature of the site.

- 12.3 It is noted that a legal representative may be required to sit on the steering group
- 12.4 Members should note that no price for the disposal of the Town Hall and former Clyde Road depot sites are mentioned in this report. The Council can only dispose of land held for general purposes for the best consideration that can reasonably be obtained. Should the offer price of the preferred bidder not be the best consideration then the consent of the secretary of state will be required. The secretary of state has issued a general consent which provides that no specific consent is required if the disposal is for the purpose of securing the promotion or improvement of any of the economic, social or environmental well-being of its area and the undervalue (ie the difference between the unrestricted value of the sites and the amount of money accepted) is £2,000,000.00 or less.
- 12.5 The proposed disposal will not be subject to EU procurement Regulations as land and rights related to land are generally excluded.
- 12.6 The final proposals for the site will evolve as has always been known to bidders. No undue advantage has been given to any bidder as proposals were all submitted on the same basis. The change in the Council's requirement for family units on the site will form part of the evolving process of the final proposals of the site and it is unlikely that the evolving of the scheme after the selection of the preferred development partner to incorporate family units will be challenged by any of the other bidders.

13.0 Comments of the Head of Housing Supply, Social Services

- 13.1 All bidders have provided assumptions about their requirement for Social Housing Grant (SHG) based on the brief. The Registered Social Landlord's fall into two categories in their estimation of SHG required. The two preferred bidders both require @£4.1m SHG while the other two Registered Social Landlord's both require in the region of £3.1m.
- 13.2 While a lower amount of SHG would suggest better value this has to be considered in the context of the overall land offer. In addition a lower SHG requirement should enable the balance required by higher bids to be invested on other sites in the borough.
- 13.3 A lower SHG requirement will have to be examined to see if the bidder is able to deliver their scheme at this level of funding. In order that any bidder does not subsequently require further SHG to deliver the scheme bidders should be contractually bound to their original SHG estimate.

14.0 Comments of the Assistant Director (Planning, Environmental Protection & Performance)

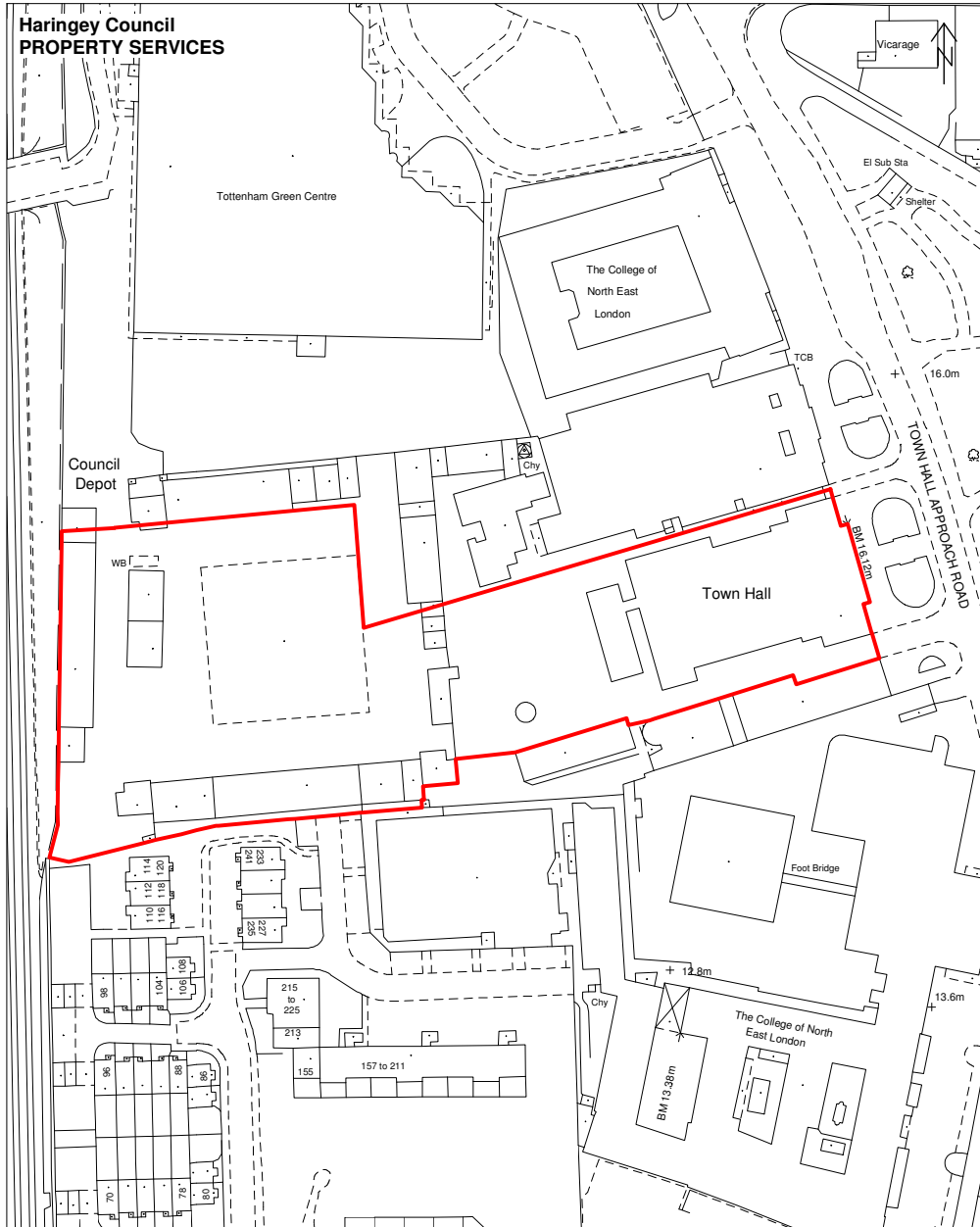
- 14.1 In July 2002 the Council adopted the 'Tottenham Baths and Clyde Road Masterplan'. This planning brief detailed the relevant planning policy and design guidance for the area, including the Town Hall and Clyde Road Depot. Whilst the planning policies in this planning brief have been superseded by policies contained in the recently adopted Unitary Development Plan, the advice in respect of the Listed Buildings and conservation area are still relevant.
- 14.2 All four of the development options put forward involve the demolition of listed buildings, which will require Listed Building Consent. There is a presumption in favour of the preservation of listed buildings. English Heritage and GoL will have to be consulted about such applications and because the development site is Council owned English Heritage can direct a refusal. More detailed advice should be sought from our Design and Conservation Team, before any such application is submitted.
- 14.3 It is considered important that a specialist conservation architect forms part of the development team.

15.0 Equalities Implications

- 15.1 These proposals will provide a major economic boost to a deprived area providing additional social housing, improving the local environment and assist some of the most disadvantaged sections of the community.

16.0 Use of Appendices / Tables / Photographs

OS Plan BVES



**Tottenham Town Hall &
Clyde Road Depot Site
Town Hall Approach Road
Tottenham
LONDON N15**

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Report Title: **Housing involvement structures and the future of Area Housing Forums and Housing Management Board**

Forward Plan reference number (if applicable): **[add reference]**

Report of: **Anne Bristow, Director of Social Services**

Wards(s) affected: **All**

Report for: **Key**

1. Purpose

- 1.1 The report highlights the need for new housing consultative/involvement structures, given the changing nature of tenure in the borough and the creation of Homes for Haringey.
- 1.2 The report recommends the development of a new 'Integrated Housing Board', which would replace Housing Management Board and the Housing Strategic Partnership and allow involvement, consultation and strategic decision making across tenure.
- 1.3 Within this overall context, a decision is sought from the Executive on the future of Area Housing Forums and Housing Management Board.

2. Introduction by Executive Member (if necessary)

"Changing circumstances and new requirements dictate the need to adjust and extend existing mechanisms for consultation with and involvement of service users and stakeholders in all aspects of the housing service.

The report presents an outline for a comprehensive approach that encompasses users and providers of housing services across tenures, agencies and sectors, complementing the "landlord-related" new participation structures established by Homes for Haringey and building on the emerging more strategic role of Neighbourhood Assemblies and the HSP.

The proposals, if agreed, require further detailed development and consultation before they can be finalised and implemented. Therefore colleagues are asked to consider them at this stage as the basis for wider consultation and development, with a further report to come to a subsequent meeting of the EAB/Executive".

3. Recommendations

That Executive agree:

- 3.1 The idea of the creation of an 'Integrated Housing Board' in principle and that consultation is carried out with stakeholders and more detailed resourcing proposals are developed.
- 3.2 That the link between housing and the Area Assemblies is strengthened as a way of engaging residents in discussions on housing issues across tenure.
- 3.3 That Area Housing Forums and Housing Management Board are disbanded and the Council's constitution is amended to remove reference to these groups

Report Authorised by: Julian Higson, Head of Housing on behalf of Anne Bristow, Director of Social Services

Contact Officer: Denise Gandy, Head of Strategy and Performance
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4. Director of Finance Comments

- 4.1 The Director of Finance notes the contents of this report and has no comments to add.

5. Head of Legal Services Comments

- 5.1 The Head of Legal Services has been consulted in the preparation this report. There are no legal implications, which arise out of the recommendations made in this report, beyond the need to amend the constitution.

6. Local Government (Access to Information) Act 1985

- 6.1 ALMO Tenant Participation Structure – paper to Shadow Board (18/2/06) and ALMO Transitional Working Group (7/3/06) (sets out new Homes for Haringey involvement structure)
- 6.2 Issues for consideration at special meeting of Housing Management Board on 27th March 2006 (explores potential roles for a potential successor to Housing Management Board).

7. Strategic Implications

7.1 The development of an 'Integrated Housing Board' would provide a forum to meet with stakeholders to discuss and consult on cross tenure issues.

7.2 The greater use of Area Assemblies to discuss housing related issues would ensure that housing was discussed in a wider borough context.

8. Financial implications

8.1 The Homes for Haringey funding allows for the resourcing of support only to the groups in the agreed involvement structure. This in effect means that no resources have been identified to support the Housing Management Board and the Area Housing Forums, if they were to continue to exist. There are no current resources on the Council side to allow this work to be taken on.

8.2 The resourcing implications of the delivery of an 'Integrated Housing Board' will be considered as detailed proposals are developed.

9. Legal Implications

9.1 If Members are in favour of adopting the recommendations to disband both the Housing Management Board and the Area Housing Forums, then the procedure to be adopted to amend the Constitution would require a report to be submitted to full Council via the Executive and General Purposes Committee.

10. Equalities Implications

10.1 The review of structures will include a consideration of ways to optimise options for involvement.

10.2 The Integrated Housing Board would consider issues across all tenures and focus on improvements for those in most need.

11. Consultation

11.1 Consultation with stakeholders would be carried out if the principle of an 'Integrated Housing Board' is agreed.

11.2 Extensive consultation was carried out during the formation of the new involvement structure for Homes for Haringey.

12. Background

12.1 It has become necessary to review the existing housing involvement and consultative forums for a number of reasons, including:

- the establishment of Homes for Haringey necessitates a review of all the relevant structures for informing, consulting with and involving tenants and leaseholders.

- increased Government emphasis on the Council's role as strategic lead on housing means there is a clear need to work across tenure.
- a growing understanding of the importance of housing related factors in the achievement of our community strategy objectives, including issues affecting regeneration, community safety and environmental sustainability.
- the changing nature of housing in the borough, including:
 - the progressive reduction in council owned and managed social housing stock. Within this the nature of our estates have changed due to the 'right to buy' and now often include tenants, leaseholders, private tenants and owner occupiers.
 - the increasing contribution of housing stock owned and managed by RSLs, which is now approaching the size of the council owned rented stock
 - the increasing role of the private rented sector in meeting housing need
 - the further development of intermediary social housing initiatives (e.g. shared ownership, low cost ownership and key workers programmes).

12.2 Existing consultative/involvement structures have largely concentrated on the Council's role as landlord and not on our wider strategic responsibility.

12.3 There are concerns that the current user involvement mechanisms are still not adequate for the purpose of achieving higher ratings from the Audit Commission. The Audit Commission in the recent voluntary inspection commented that, although "Tenant Participation in the Borough is well resourced it nevertheless appears inadequate in terms of results". In particular the inspectors have commented that we are failing to extend involvement beyond just tenants and leaseholders.

12.4 The changing nature of housing in the borough and the Council's greater strategic role has been reflected in our strategy and policy development but is not embedded in our involvement/consultative structures.

12.5 The main housing involvement forums are:

- Housing Management Board (HMB)
- Area Housing Forums (AHFs)
- Haringey Housing Strategic Partnership

Housing Management Board

12.6 Housing Management Board comprises fourteen residents and eight councillors. It was originally formed as the potential predecessor to an ALMO board in 2000.

- 12.7 It meets six times a year and is currently chaired by the Executive Member for Housing.
- 12.8 Housing Management Board has no decision-making powers. Its role is consultative and it acts as an advisory board for the Executive Member for Housing.

Area Housing Forums

- 12.9 Five Area Housing Forums currently exist – one for each of the old housing management areas: Broadwater Farm, Hornsey, North Tottenham, South Tottenham and Wood Green. (There are now only 3 areas under Homes for Haringey.)
- 12.10 They meet four times a year and are openly advertised. Any council tenant or leaseholder can attend, and councillors from each area also attend. Area Housing Forums are chaired by Members.
- 12.11 Area Housing Forums have no decision-making powers other than the election of resident members of Housing Management Board.

Haringey Housing Strategic Partnership

- 12.12 The Haringey Housing Strategic Partnership is a sub group of the Well Being Partnership, and is the only forum dedicated to discussing strategic housing issues with partners. The current terms of reference are attached as appendix 1.
- 12.13 It meets four times a year and is chaired by either the Executive Member for Housing or the Head of Housing.
- 12.14 The Partnership acts as a consultative forum and agrees the Councils Housing Strategy and other related strategies and plans. It is also a forum for sharing information and best practice.
- 12.15 Members of the Partnership include the larger RSLs, housing related voluntary sector organisations, the PCT and representatives from other Council services. In reality, the discussion is often a two way discussion between the Council and the RSLs. The Partnership has not succeeded in maintaining resident involvement.

Housing involvement in Area Assemblies

- 12.16 Housing Service involvement in Area Assemblies has been inconsistent. Involvement, such as presentations on homelessness and housing supply/new development, have taken place at the request of particular Area Assembly Chairs but not as part of a planned programme of participation.
- 12.17 It has been recognised that there is the potential for Area Housing Forums and Area Assemblies to duplicate effort and it is felt that there would be benefits to

encouraging Council tenants and leaseholders to engage with the wider issues discussed at Assemblies. Two pilot joint meetings between Area assemblies and Area Forums have been held.

The need for a new approach

- 12.18 The existing forums are not working well and need to be reviewed in light of changing circumstances.
- 12.19 Although there remains a need to consult and involve Council tenants and leaseholders in housing management matters, we also need to involve them and a much wider group of stakeholders across tenure in broader issues.
- 12.20 There also a need to engage residents at a local level (maybe at estate level or in a small neighbourhood or ward) but also at a borough wide strategic level.
- 12.21 There is a need to ensure that the structures avoid duplication and do not compete for residents and other stakeholder attendance.
- 12.22 The structures need to take account of emerging factors, including:
- the emerging corporate neighbourhood strategy, including the enhancement of the role of Neighbourhood Assemblies and the strengthening of the neighbourhood teams.
 - our increasing inter-dependence with the RSL sector, not only in relation to housing provision but also on regeneration initiatives, linked with our emerging partnering approach.
 - our emerging priority of better regulation of the private sector rented sector, ensuring consistent standards and a greater contribution to both our homelessness and our sustainable communities objectives

The way forward

- 12.23 The new structures need to include:
- arrangements for tenant and leaseholder involvement, given our role as landlord. This needs to provide a way for the Council's tenants and leaseholder to engage with matters relating to housing management and will be particularly important as we deliver the decent homes programme.
 - mechanisms for consulting on housing issues and strategies that affect residents in all tenures
 - a way of setting the strategic direction for housing in the borough with our key stakeholders, including residents

Tenant and leaseholder involvement

- 12.24 A new resident involvement structure for Homes for Haringey was agreed by the Shadow Board on 18 January 2006 and by the ALMO Transitional Members

Working Group on 7 February 2006. It was also taken to Housing Management Board on 24 October 2005.

- 12.25 The new structure, which is shown in Appendix A, has seven functional panels through which residents can closely engage with different aspects of housing management. The Residents' Consultative Forum acts as a wider and more general forum.
- 12.26 There is provision for involvement at the estate level and also for specific user groups, such as those not speaking English and disabled people.
- 12.27 Emphasis is placed on the understanding that most residents (about 99%) do not attend formal meetings, and their views will be sought through methods such as surveys, focus groups, and contact with existing community groups.
- 12.28 A new 'Learning Log' has been established to pick up informal suggestions and comments and to ensure these are looked at and, where agreed, put into action. The Log will also ensure that results are fed back to residents and others.

Consulting on cross tenure issues – strengthening the role of housing at Area Assemblies

- 12.29 Housing is an important issue for all of Haringey's residents, not only Council tenants and leaseholders. The Council has a crucial role in play in consulting on housing issues and strategies that affect residents in all tenures. The Area Assemblies, with involvement from residents across tenures and Members provide an opportunity for broader strategic housing discussion.
- 12.30 The Council Housing Service, with support from Homes for Haringey, will strengthen the links with the Area Assemblies and use them as a key consultative forum in the development of housing and related strategy. This will provide the opportunity to include some of the issues that would have been covered in Area Housing Forums and strengthen the link between housing and broader issues.
- 12.31 Some areas that need to be addressed in the strengthening of links are:
- the fact that Area Assemblies have in the past only dealt with housing issues at a basic and occasional level
 - the current attendees, although partially overlapping with Area Forums, are generally different
 - the Neighbourhood Teams may not have the expertise, nor the capacity to take on housing issues
- 12.32 The Area Assemblies will be promoted give Council tenants and leaseholders an opportunity for engagement with local non-housing issues, as well as being an appropriate place for discussion about wider housing issues, such as housing strategy, housing benefits and rehousing.

- 12.33 It is proposed that Homes for Haringey will hold surgeries before area assemblies, as has been the practice at Area Housing Forums. The surgeries allow residents to raise communal and individual issues with appropriate officers, and these are then recorded and followed up the next day.
- 12.34 Surgeries will also be held by Council Housing staff, such as the Prevention and Options team, as appropriate.
- 12.35 The resource implications and the practicalities of greater Housing Service and Homes for Haringey involvement in Area Assemblies will be assessed if this is agreed in principle.

Setting the strategic housing direction

- 12.36 It is proposed to replace both the Housing Strategic Housing Partnership and the Housing Management Board with one Strategic Housing Forum. The terms of reference and membership of the current Housing Strategic Partnership would be reviewed and amended as necessary to ensure the delivery of an effective and inclusive partnership arrangements.
- 12.37 The remit of the group would include setting strategic direction and co-ordinating the activities of all sectors and agencies involved in the housing field in the borough.
- 12.38 If the principle of an 'Integrated Housing Board' is agreed, consultation would be carried out with key stakeholders and proposals on the Board structure, membership etc would be produced.
- 12.39 The cost of supporting the HMB and the AHFs currently falls on the Housing Revenue Account (HRA) This was justified on the basis that both were exclusively targeted at users of the council housing service (tenants and leaseholders).
- 12.40 The approach advocated in this report involves a much wider target audience. As a result, consideration would need to be given to sharing the cost between the HRA and Council's General Fund (GF), possibly with further financial or in-kind contributions from other agencies.

13. Conclusion

- 13.1 There is a need to change of existing housing involvement/consultative structures to meet a changing environment and to make them more effective.
- 13.2 The report proposes the following mechanisms:
- New involvement structures for Council tenants and leaseholders, which will be delivered by Homes for Haringey. These structures have already been agreed.

- A strengthening of the link between housing and the Area Assemblies to ensure that cross tenure housing issues are addressed and the links with other Council objectives are made.
- The development of a new strategic 'Integrated Housing Board' that will give a strategic lead across tenure and reflect the significant contribution that housing makes to the success of wider objectives.

13.3 In the context of these changes it is recommended that the following groups are disbanded and aspects of their work taken into the new forums.

- Housing Management Board
- Area Housing Forums

13.4 If the principles recommended in the report are agreed, further detailed work and consultation will be carried out on the greater integration with Area Assemblies and the development of the new 'Integrated Housing Board'. This will include a full analysis of resourcing implications.

14. Use of Appendices / Tables / Photographs

14.1 Appendix 1: Housing Strategic Partnership terms of reference.



Housing Strategic Partnership

Terms of Reference

Aim of the partnership

The partnership will work to promote the development of shared strategic housing objectives and to encourage joint working between housing partners and stakeholders in Haringey to deliver improved housing services and choices for our residents.

Functions and remit of the partnership:

- To make recommendations and to take decisions on areas of housing and related strategy for the relevant Haringey Strategic Partnership theme boards
- To oversee the implementation of Haringey Strategic Partnership theme board decisions
- To ensure the effective delivery of housing strategic action plans
- To act as a consultative body for and to commission appropriate consultation around strategic housing issues
- To co-ordinate Haringey consultation on North London and London housing strategies and plans

- To oversee, approve and agree joint funding bids and programmes aimed at achieving our housing strategy objectives
- To aid in the development of shared understanding & best practice across sectors
- To provide a forum for cross sector performance monitoring, analysis and information sharing around housing

Meeting arrangements

- The partnership shall be chaired by the Executive Member for Housing or the Head of Housing .
- There shall be a vice-chair elected from the membership at the first meeting of a calendar year who shall chair in the event of the Chair's absence
- The partnership will meet four times a year and meeting dates will be set and published at the start of each year.
- Quorum will be 50% of members
- If an organisational representative is unable to attend each shall have a named deputy who shall attend in his/her place
- Should a representative of an organisation on the partnership not attend 3 meetings in a rolling 12 month period then that organisation's place shall be offered to another from the same sector
- The London Borough of Haringey shall provide all administrative support required by the partnership and shall service the meetings.

Membership

Haringey Housing	Executive Member for Housing
	Head of Housing
	Housing Partnerships Manager
ALMO	Housing Management
	Decent Homes delivery
Health	Head of Health Inequalities
	St Anns / Mental Health
Social Services	AD adult services
	Supporting People
Voluntary Sector	HAVCO
	St Mungos
	Shelter
Elected Members	
Environmental Services	Enforcement
	Planning policy
	Strategic Sites
Safer Communities	

Economic Regeneration	
Neighbourhoods	
Children's service	
Private Landlords	Nom from L/L forum
Private Developer	Nom from Private Sector Group
RSLs	To be selected and agreed.
Residents (to include)	Private Owner Occupier
	ALMO tenants
	RSL tenant
	Supported Housing Resident
	TA resident
	Private Tenant
	Residents' Association reps

Executive**On: 31st October 2006**

Report Title: Draft Tottenham Hale Urban Centre Masterplan and Sustainability Appraisal

Forward Plan reference number (if applicable):

Report of: Interim Director of Environmental Services – Andrew Travers

Wards(s) affected: Tottenham Hale,
Tottenham Green and Northumberland
Park.

Report for: Key

1. Purpose

- 1.1 To report the outcome of the recent public consultation exercise in respect of the Draft Tottenham Hale Urban Centre Masterplan and accompanying Sustainability Appraisal. The statutory consultation period commenced on 3rd July and ended on 28th August 2006.
- 1.2 To proceed towards adoption of the amended Draft Tottenham Hale Urban Centre Masterplan (Appendix 1).

2. Introduction by Executive Member

- 2.1 Tottenham Hale is one of 2 major regeneration areas in the Borough. This Masterplan has been prepared in partnership with the GLA to provide a framework to guide the redevelopment of key sites within the Masterplan Area. The main purpose is to attract new investment, plan for housing growth, ensure the essential infrastructure is provided and deliver a high quality sustainable environment.
- 2.2 The process has included consultation with the local community and our stakeholders over 7000 individual leaflets were delivered to properties in the area, the comments received have resulted in changes to the Masterplan which are detailed in the Report.

3. Recommendations

- 3.1 That the Executive notes the proposed amendments to the Draft Tottenham Hale Urban Centre Masterplan.
- 3.2 That the amended Draft Tottenham Hale Urban Centre Masterplan and Sustainability Report be adopted by Executive as a Supplementary Planning Document (SPD).

Report Authorised by: **Andrew Travers - Interim Director of Environmental Services**

Signature:.....Date:.....

Contact Officer: Geoff Merry, Senior Project Officer, Strategic Sites and Projects Group
Telephone: 8489 5226

4. Executive Summary

4.1 The Draft Tottenham Hale Urban Centre Masterplan and accompanying Sustainability Appraisal were the subject of public consultation during July and August, as part of the statutory consultation process. The consultation attracted over 330 comments from 30 respondents. These comments have been considered and taken into account, and where appropriate, the Masterplan and Sustainability Appraisal have been amended.

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

5.1 The area is situated within an area defined in the Mayor's London Plan as an Opportunity Area appropriate for regeneration and as a Site Specific Proposal in Haringey's Unitary development Plan.

6. Local Government (Access to Information) Act 1985

6.1 Background documents include:

- Tottenham Hale Urban Centre Design Framework (2006).
- The London Plan (2004).
- Haringey Adopted UDP (July 2006).
- North London Sub-Regional Development Framework (2006).
- ODPM Sustainable Communities Plan (2003).
- ODPM Growth Area Fund (GAF) Bids.

7. Background

7.1 Following a successful bid by the London Development Agency (LDA) for "Sustainable Communities" Growth Area Funding: Round1, the LDA, in association with a client group comprising Haringey Council, GLA and TfL, commissioned the production of a Masterplan for regeneration of the Tottenham Hale area. The client partnership intended that Tottenham Hale should be recognised as a landmark location at the point of entry to the east of the borough, with a sound base for investment and job creation. In town planning terms, the status of the area would change from predominantly industrial and employment uses, to that of residential-led mixed-use and mixed-tenure.

7.2 The purpose of creating a Masterplan was to provide an overarching template to guide future applicants, provide coherence and connectivity between the six main

development sites, define a set of urban design principles and ensure that the appropriate physical and social infrastructure was commissioned. Tottenham Hale, with its important public transport interchange, would become a key gateway location into Haringey, the Upper Lea Valley and London for those travellers arriving via Stansted Airport. Given its important London Plan status as a major Opportunity Area, the 39 hectare area would be well-placed to deliver new landmark buildings, sustainable, mixed-use development appropriate to its location and accessibility by public transport

8. Description

8.1 *Strategic planning context*

8.2 The London Plan sets-out the Mayor's spatial development strategy for the capital. It identifies Tottenham Hale as an 'Opportunity Area', which suggests it is a location capable of accommodating a substantial number of new homes and jobs, geared to the use of public transport, with an opportunity for significant increases in density. In addition, it is identified as a Strategic Employment Location (SEL). Supplementary Planning Guidance published by GLA to accompany the London Plan allows for mixed-use, higher-density residential development of some SELs, providing it does not compromise London's future industrial needs.

8.3 The North London Sub-Regional Development Framework (SRDF) provides non-statutory guidance on the implementation of the London Plan's policies, and sets-out three issues for Tottenham Hale, which are: that the area is likely to involve a significantly higher housing allocation than first envisaged in the London Plan, the area is suitable for higher densities and landmark tall buildings, and, that some of the employment functions can be expected to relocate within the wider Upper Lea Valley.

8.4 *Local planning context*

8.5 Haringey's recently adopted Unitary Development Plan (July 2006) provides the statutory planning framework for the borough. It contains up-to-date policies and proposals for the development and use of land. The UDP policy of primary importance and relevance to Tottenham Hale is AC2, which sets-out the Council's proposals for the area, and acknowledges its London Plan designation as an 'Opportunity Area'. Policy AC2 states that 'there should be the creation of a new urban focus centred on Tottenham Hale Station' and that development should have regard to the development framework.

8.6 It was agreed that following a period of statutory public consultation, Haringey Council would subsequently adopt the Masterplan as a Supplementary Planning Document (SPD) in relation to the adopted UDP. The SPD would become a strong material consideration when assessing planning applications for the area.

8.7 At its meeting on 26th June 2006, Planning Application Sub-Committee (PASC) was asked to consider the public and stakeholder consultation strategy in respect of the Draft Tottenham Hale Urban Centre Masterplan. PASC agreed the consultation strategy, and Council officers were given a mandate to undertake the required statutory consultation.

9. Consultation

9.1 *Background*

9.2 Planning Regulations state that before the Draft Masterplan can be adopted by the Council as a Supplementary Planning Document (SPD), it must be the subject of statutory public consultation. This was undertaken by the Council during July and August 2006. However, prior to the period of statutory consultation, the Tottenham Hale Urban Centre Design Framework (2006) upon which the Draft Masterplan was based, had already been the subject of a detailed process of informal, non-statutory consultation at the pre-production stage. This included engagement with the local community, local businesses, landowners and other key stakeholders, details of which are set-out below:

9.3 *Informal public consultation*

9.4 Along side desk-based research and analysis, production of the overarching Tottenham Hale Urban Centre Design Framework document was informed by:

- Steering group meetings;
- Tottenham Hale International Community Consultation Day, 9 April 2005;
- Transport stakeholder workshops;
- One-to-one stakeholder meetings with landowners and the Haringey Teaching Primary Care Trust;
- Workshop for key Tottenham Hale landowners;
- Attending meetings of the North London Chamber of Commerce;
- Attending meetings of the London Borough of Haringey Transforming Tottenham Committee;
- Five design review sessions with GLA Design Advisers including Lord Rogers of Riverside;
- Workshops for hard-to-reach groups, including a parent and children's group and local young people;
- Contacting boat owners moored on the River Lea Navigation; and
- A dedicated project website.

9.5 The findings of this non-statutory consultation informed production of the Draft Tottenham Hale Urban Centre Masterplan.

9.6 *Formal public consultation*

9.7 The formal public consultation process in respect of the Draft Masterplan commenced on 3rd July and ended on 28th August 2006. The strategy undertaken complied with, and exceeded the Government's statutory requirements. The consultation was extensive and wide-ranging, with the main documents made available in different languages and formats upon request. The strategy included:

- Advertisement (public notice) placed in a local newspaper with borough-wide circulation.
- Masterplan and Sustainability Appraisal made available for inspection at 639 Tottenham High Road, other Council offices and all of the borough's libraries.
- Article in Haringey People Magazine, distributed to all households.

- Leaflets distributed to all addresses with a defined area – approximately 7,500.
- Leaflet and covering letter posted to statutory consultees, adjoining boroughs, ward and neighbouring ward councillors, local community and amenity groups, members of Neighbourhood Assembly – approximately 500 letters.
- Professionally designed exhibition material on display at Marcus Garvey Library.
- Posters at various locations.
- Websites (Haringey Council and the dedicated project website) containing the draft documents with details of how to comment.
- Public presentation at the Welbourne Community Centre – 10th August 2006
- Meeting with local environmental and residents' groups attended by Council officers from the Strategic Sites and Projects Group – 21st August 2006
- During the consultation, over 40 telephone/email enquiries were dealt with by the Strategic Sites and Projects Group.

9.8 ***Consultation – Sustainability Appraisal***

9.9 Consultation was held during September and October 2005, providing an opportunity for both general and specific consultees to indicate their preferred options for Tottenham Hale.

9.10 A copy of the Sustainability Appraisal Scoping Report was sent to a number of organisations in August 2005, including the four statutory consultation bodies;

- The Countryside Agency,
- English Heritage,
- English Nature, and,
- The Environment Agency

9.11 Written responses were received from:

- Environment Agency,
- English Heritage,
- Countryside Agency,
- Thames Water,
- British Waterways,
- Haringey NHS - Teaching Primary Care Trust, and,
- Lee Valley Park Regional Park Authority.

9.12 Those comments were reviewed and taken into account where possible, resulting in some changes to the sustainability objectives and the Sustainability Appraisal Framework.

9.13 ***Masterplan and Sustainability Appraisal - consultation responses***

9.14 Around 330 separate comments – both objection and support - were received from thirty respondents, which included statutory consultees, local businesses, developers, local environmental and amenity groups. Their comments were often quite specific, and represented their own field of interest or statutory responsibility.

- 9.15 It should be noted that Council officers representing the Strategic Sites and Projects Team and Development Control, met with representatives of Millmead and Lockwood Industrial Estates at a meeting facilitated by the Chamber of Commerce. The purpose was to discuss the implications of the masterplan proposals and the GLS planning application on their businesses. Although the meeting was not part of the formal consultation, it was a useful platform for the businesses to engage with the Council and voice their concerns.
- 9.16 Summaries of all the representations received, the London Borough of Haringey's proposed response and proposed changes to the Draft Masterplan and Sustainability Appraisal are set-out in a separate document.
- 9.17 ***Public consultation - Key issues raised***
- 9.18 The key issues of concern which arose out of the formal public consultation included:
- High-density housing development, with the potential for overcrowding and adverse effect upon local environment
 - Concerns about location of tall buildings – particularly near the river
 - Additional traffic generation / car-parking
 - Proposed housing mix / need for family-size units
 - Development should address environmental best practice / sustainability
 - The future of Millmead and Lockwood Industrial Estates
 - Development in the flood plain
 - Possible footbridge into the Paddock
 - Redevelopment of petrol station site
 - Possible footbridge into the Ferry Lane Estate
 - Loss of ecological corridor along the railway
 - Concerns regarding potential redevelopment of High Cross Estate
 - Designing out crime
 - Various changes to the Masterplan Objectives
 - Importance of the waterways should be emphasised
 - What issues can be addressed through S106 contributions
 - Disruption during construction
- 9.19 ***GLA / TfL specific comments***
- 9.20 The GLA recognises that while the Masterplan provides comprehensive design advice for developers, it would benefit from greater refinement in matters relating to inclusive design and accessibility.
- 9.21 Transport for London (TfL) supports the aspirations of the Masterplan; its commitment to reducing car dependency, the development of travel plans, the promotion of the walking and cycling environment and support for appropriate car-free development. TfL is looking to Haringey Council to jointly develop a S106 framework which allows the pooling of S106 contributions for the major public transport infrastructure developments. Such an approach would help to support any future TfL business case.

9.22 ***Proposed main changes to Masterplan***

- The masterplan now states that a density of 700 hrh is appropriate.
- In respect of building heights reference has been made to the impact on the Green Belt and a requirement to take account of CAGE / English Heritage guidance.
- The housing mix has been revised in-line with Council policy and SPG, which seeks to provide more family-sized homes to address local need.
- Issues regarding accessibility and inclusive design have been added / strengthened to address GLA comments, including wheelchair and Lifetime Homes.
- Sustainability Checklist makes greater reference to local and regional policy, and applies targets from the GLA's SPG on Sustainable Design & Construction.
- Sustainability Checklist have been revised in respect of green roofs and composting. These can only be encouraged as there is no planning policy basis at present.
- Design principles paragraph in respect of Sustainable Design and Construction has been will be strengthened.
- References to flooding have been updated and strengthened throughout the Masterplan and SA, as required by the Environment Agency.
- Reference has been made to SRDF requirement for a strategic flood risk assessment for the Upper Lee Valley.
- Reference has been made to the Environment Agency's River Restoration Strategy.
- The proposal for a footbridge into the Paddock has been removed
- Design principles in respect of Designing out Crime have been updated and strengthened to comply with various responses, including the police.
- Masterplan makes reference to local waterways, not just the River Lee and acknowledges their value. Opportunities to enhance the ecology and biodiversity have been added. The masterplan requires that the waterspace is the starting point for the design of any waterside development.
- Changes have been made to clarify that there are no proposals for redeveloping the High Cross Estate.
- Additions to Glossary include: Design & Access Statements, Energy Action Areas and Inclusive Design.
- Ashley Park has been renamed Ashley Link to avoid confusion.
- The Masterplan objectives have been revised to include reference to a safe environment, accessible and inclusive design, the environmental, social and economic benefits of a riverside locations, reducing the impact of traffic and including the River Lee as an asset to enhance and protect.

10. **Summary and Conclusions**

- 10.1 The Masterplan defines a vision for a dynamic new mixed used urban centre at Tottenham Hale and sets out how this will be realised. It provides a clear articulation of community and stakeholder aspirations for the area, design guidance for the public realm and for key development sites; and aims to provide

clarity for developers seeking to invest in the area. The document has now been the subject of extensive public consultation and a sustainability appraisal.

- 10.2 Having an adopted Masterplan will improve the efficiency of the planning and development process, as well as improve the quality of any new development. It will provide a framework that will be used to assess any future planning applications and be afforded significant weight as a material planning consideration.

11. Recommendations

- 11.1 That the Executive notes the proposed amendments to the Draft Tottenham Hale Urban Centre Masterplan.
- 11.2 That the amended Draft Tottenham Hale Urban Centre Masterplan and Sustainability Report be adopted by Executive as a Supplementary Planning Document (SPD).

12. Comments of the Director of Finance

- 12.1 The Council has been further successful in its Round 2 bid for "Sustainable Communities" Growth Area Funding and the DCLG has allocated £2.5m over the two years 2006/07 and 2007/08. This funding will provide access improvements and enabling works to regenerate the Tottenham Hale area for development as a residential-led mixed-use development. The Masterplan aims to ensure that the area is developed in a coherent and effective way.

13. Comments of the Head of Legal Services

- 13.1 The Head of Legal Services has been consulted and wishes to draw attention to the TfL response to consultation which looks for a Section 106 framework which pools contributions for major transport infrastructure needed to support the Masterplan. This response is a new procedure for the Borough but is in accord with Government policy in Circular advice and the London Plan. Government policy requires the Planning Authority to use evidence to demonstrate both the relationship of the infrastructure to the development and the fair and reasonable scale of the contributions to be pooled. The TfL proposal can be endorsed provided the Section 106 framework is in accordance with Government policy

14. Equalities Implications

- 14.1 Tottenham Hale is characterised currently by a young and ethnically diverse population. The area suffers from high unemployment levels and a relatively high crime rate. Levels of owner-occupancy are comparatively low, and all of the wards relevant to the Masterplan are within the top-ten most deprived in the country. The area lacks many services and facilities.
- 14.2 The Masterplan seeks to provide new employment opportunities, which can be accessed by all residents, and increase the level of skills in the local workforce. The Masterplan seeks to increase provision of a range of housing, including

affordable housing and Lifetime Homes. Community safety will be increased through high-quality urban design and improvements to the public realm. The Masterplan offers prospects for the existing and incoming population in terms of new retail, leisure, education and health facilities.

15. Use of Appendices / Tables / Photographs

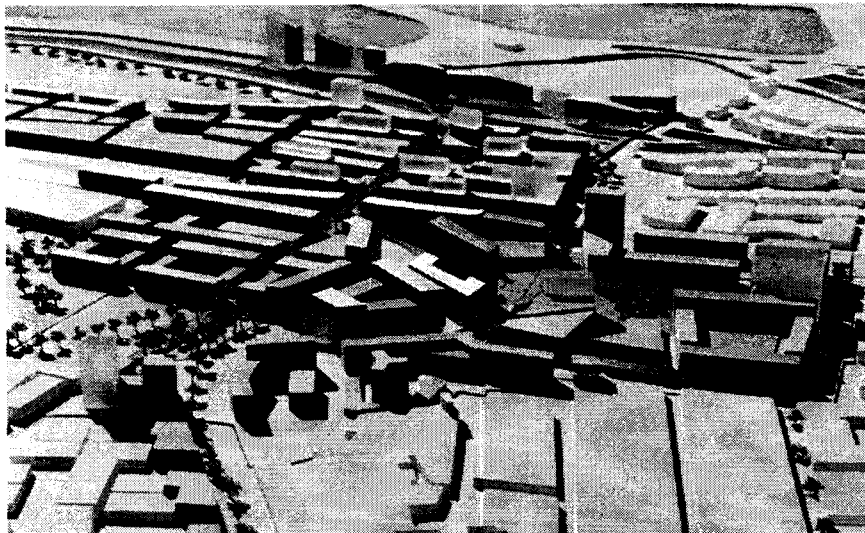
- 15.1 Appendix 1; The Draft Urban Centre Masterplan (with post-consultation changes highlighted.)

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HARINGEY COUNCIL

**Tottenham Hale Urban Centre
Masterplan**

draft supplementary planning document



public consultation draft – July 2006
Post-Consultation Changes – October 2006

appendix 1



The Tottenham Hale Urban Centre Masterplan was commissioned by the following agencies, with funding from the ODPM's Growth Area Fund Round 1:

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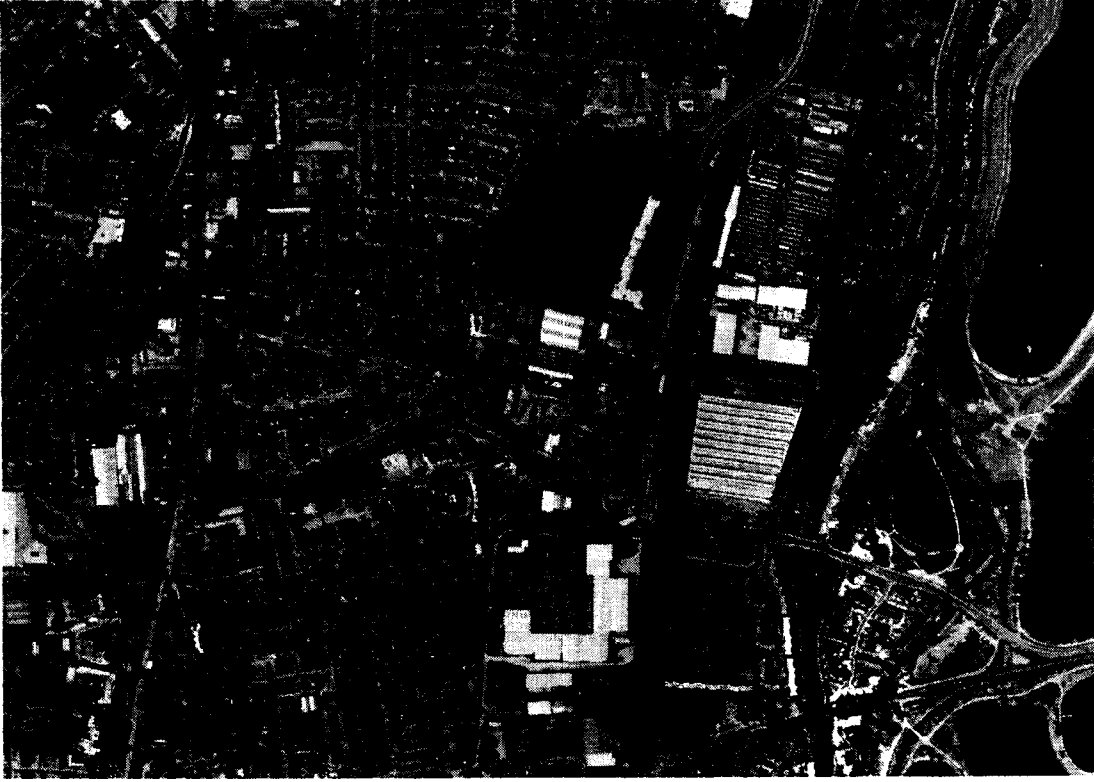
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APPENDIX – CONSULTATION STATEMENT

1. INTRODUCTION

1.1 Purpose of the Draft Masterplan

~~1.4.11.1.1.~~ The Council has prepared this Draft Masterplan to guide the redevelopment of key sites within the Tottenham Hale Urban Centre. It draws upon the detailed guidance set out in the Tottenham Hale Urban Centre Design Framework (June 2006), and elaborates upon policies identified in the Council's emerging Unitary Development Plan (July 2006), the Mayor's London Plan and other relevant supplementary planning guidance notes.

~~1.4.21.1.1.~~ The main purpose of this document is to improve the efficiency of the planning system and development process, as well as improving the quality of any new development. It establishes a framework that will be used to assess any future planning applications, and provides advice on the nature of acceptable development, potential uses, and design issues.

1.2 The Tottenham Hale area

1.2.1 Tottenham Hale is located in North London, on the eastern side of the London Borough of Haringey, and sits within the Upper Lea Valley. The area, which covers some 39 hectares, comprises a mixture of industrial and warehousing units involving the storage and distribution of goods, a major gyratory road system and public transport interchange. Relatively few people live within the area and the residential community is concentrated within the council-owned High Cross Estate. Tottenham Hale is characterised currently by a high volume of traffic on the gyratory system, a disjointed urban fabric and a general severance from its surroundings.

1.2.2 Tottenham Hale is identified as an Opportunity Area in the Mayor's London Plan and is located within the Department for Communities and Local Government's (formerly the Office of the Deputy Prime Minister) London-Stansted-Cambridge-Peterborough Growth Corridor. It provides a major opportunity to create a thriving, sustainable urban centre with new homes and jobs, focused around an enhanced, fully accessible transport interchange with rapid access to Central London, Cambridge and Stansted International Airport.

1.3 The vision – transforming Tottenham Hale

1.3.1 ***"A new vision for Tottenham Hale will transform the area into an attractive, thriving, mixed use urban centre and will instill a new sense of identity, vibrancy and confidence into local and sub-regional communities, visitors and investors alike"***. Tottenham Hale Urban Centre Design Framework

1.3.2 The vision for Tottenham Hale is the creation of a thriving urban centre with a vibrant mix of community, commercial, leisure and residential uses, set within a truly public network of streets and spaces of the highest quality. The transformation of Tottenham Hale from a fragmented, traffic-dominated, illegible and unwelcoming environment to a bustling hive of activity, occupying streets, public spaces and buildings of the highest possible quality, along with a high-quality, integrated waterfront will maximise the area's exceptional locational advantages and create a critical mass of reasons for people to visit, with increased opportunities for local and wider communities.

1.3.3 A strong sense of identity

One of the most important aims is to create a strong sense of identity for Tottenham Hale, with a clearly identifiable 'heart' and streets and public spaces of exceptional quality, enabling the area to become a destination of choice for living, working and leisure. At present, the area lacks cohesion and legibility, and a strong urban

structure is necessary if the new urban centre is to succeed and to thrive. Development proposals for the area's six key sites should, therefore, focus on the importance of a high quality public realm, strong architectural treatment and urban design principles that will help create a positive visual identity for the area. This new identity will help to revitalise the area and instill confidence into residents and investors alike, and will enable the area to fulfil its potential as an important node in the North London sub-region and the London-Stansted-Cambridge-Peterborough growth corridor.

1.3.4 Repairing the urban fabric

As the existing network of streets and buildings is disjointed and severed from the surrounding area, one of the key priorities is to 'repair' the urban fabric in the Tottenham Hale area, re-introducing and knitting together the new urban centre with the surrounding area through the layout of a fine grain, human scale, network of streets and public spaces. This will provide a robust framework for new urban development, which is able to support the needs of the local economy and community as they change over time. The vibrant mix of streets and public spaces will be accommodated within high quality buildings interspersed with urban green spaces, and focused around a new station square and public transport interchange, all located within walking distance of each other.

1.3.5 A highly accessible destination

A high quality station square and state-of-the art, enhanced public transport interchange will help provide a focus and identity for the urban centre at Tottenham Hale with strong, active edges providing a varied retail offer for both existing and new communities in the area. It will also seek to carve out an identity for the urban centre as a major destination within the context of London, the South East and ultimately, Europe via Stansted Airport (and St. Pancras and Stratford International stations in due course), based upon its excellent connectivity.

1.3.6 Connecting communities

As a new urban centre, Tottenham Hale will be distinctly different, though complementary, to the existing town centres at Bruce Grove and Seven Sisters along Tottenham High Road, with a focus on improving the contribution made by the existing retail park and providing convenience retailing at the station and for the existing and new residential communities, which would be under-served by the current provision. One of the main priorities is to ensure the integration of the existing and new communities physically (for example, to the High Road in the west and the Ferry Lane housing estate in the south) as well economically and socially, with new housing, community facilities and educational and employment opportunities available and accessible to all sections of the community. In addition, it will provide a healthier and safer environment, increasing confidence within the local community. Whilst relatively few people live within the area at present, Tottenham Hale benefits from the diverse, vibrant and entrepreneurial local community that live around the area. This population is characterised by a high proportion of young people, high levels of unemployment and deprivation. Therefore, clear and explicit links must be made between the new opportunities in Tottenham Hale and the existing community, to ensure that local people are able to benefit.

1.3.7 Making the most of exceptional natural assets

The location of the new urban centre, adjacent to the Lee Valley Regional Park is one of the most important characteristics of Tottenham Hale. The area is located adjacent to the River Lee Navigation Channel, the Lee Diversion and Pymme's Brook which offer significant recreational and environmental benefits, as do the series of reservoirs immediately to the east of the area. Whilst the Masterplan acknowledges the importance of the River Lee in terms of ecology and biodiversity, it also recognises

the value of other key local watercourses. The Lee Valley Regional Park acts as a vital ecological and recreational resource for London and the surrounding counties, and as such, Tottenham Hale needs to maximise the opportunities this affords by opening up physical and visual access to a wider range of people. The vision for the area seeks to improve safe access to, and facilities at, the Lee Valley Regional Park and the River Lee Navigation Channel to provide leisure opportunities for local people, as well as the provision of food and drink type uses along the water's edge at Hale Wharf. The unique location of the Tottenham Hale between the Lee Valley Regional Park in the east and Tottenham High Road to the west should be reflected in its built form, character and uses.

1.4 Objectives

1.4.1 In order to realise the vision for Tottenham Hale, the following objectives have been identified:

- To create a high density, sustainable and mixed use urban centre at Tottenham Hale;
- To maximise the environmental, economic and social benefits of Tottenham Hale as a riverside location;
- To create a safe and secure environment;
- To achieve high levels of accessible and inclusive design in all new buildings, places and spaces;
- To achieve high standards of public realm design;
- To enhance access to the Lee Valley Regional Park, the River Lee and the Paddock as a natural assets whilst protecting them
- ~~To maximise the benefits of Tottenham Hale being a riverside location;~~
- To improve public transport interchange facilities at Tottenham Hale station;
- To improve the gyratory system and reduce its the impact of traffic on the surrounding ~~urban~~ environment;
- To improve linkages for pedestrians and cyclists in the area;
- To provide more facilities and amenities in Tottenham Hale which are complementary to Tottenham High Road;
- To provide more learning and employment opportunities for local people;

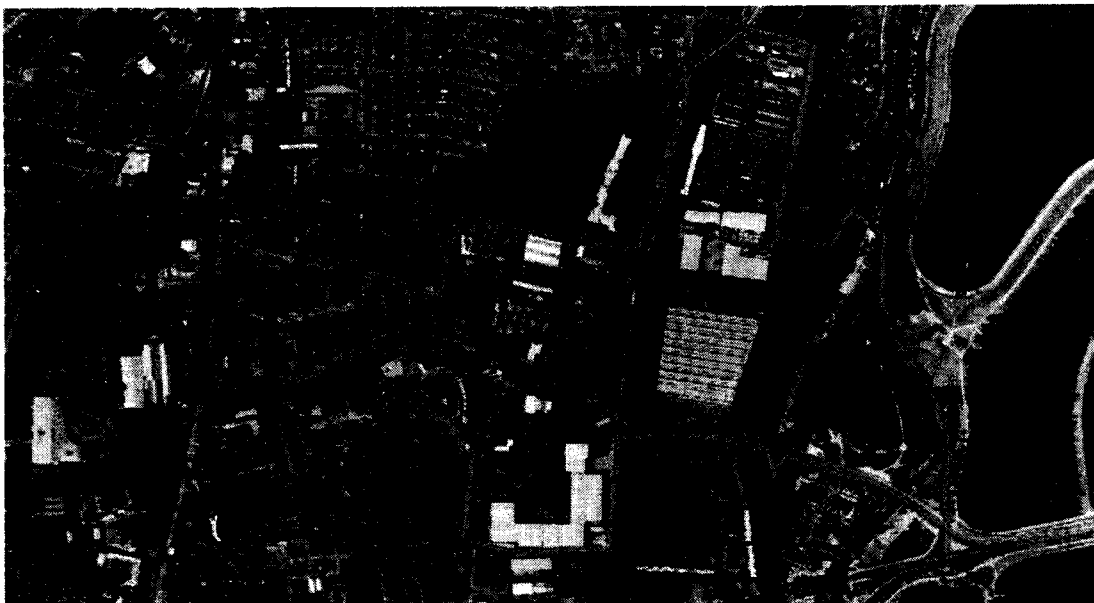


Fig1: Boundary of Masterplan area

1.5 Facilities for existing and new communities

- 1.5.1 It is essential that development within the Tottenham Hale Urban Centre provides facilities and services to meet the needs of both existing residents and an expanding residential community. In part, such facilities and services will be provided in terms of the new retail provision, high quality public spaces, improved access to the Lee Valley Regional Park and enhanced pedestrian environment. However, a number of public and voluntary sector facilities, such as those needed by the police and other emergency services, are also required, in order to ensure the existing community is able to take full advantage of the opportunities which will be provided, and to ensure that the Tottenham Hale community grows in a balanced and sustainable way. It is anticipated that these will be funded in part through private sector development.
- 1.5.2 Figure 2 shows the potential distribution of employment uses in the new development throughout the area. Employment uses are focused on the area around the new station interchange, because of its high public transport accessibility. In addition, this area is already the focus for a number of employment uses, particularly in the Ashley Road area. The Masterplan proposes retention of the Millmead and Lockwood industrial areas in the medium term, because of the valuable role they play in providing local employment opportunities. Significant retail uses are proposed, which are also potentially sources of local employment, and that the new station interchange will improve the accessibility of employment opportunities at Stansted Airport, in Central and East London, and the Thames Gateway.

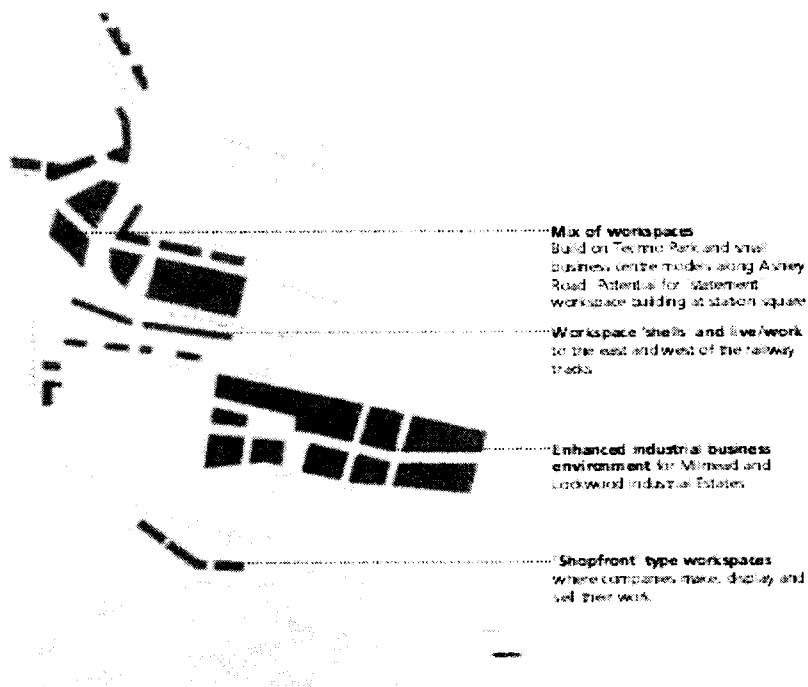


Fig 2. Employment

1.5.3 Figure 3 shows how residential uses can be incorporated throughout much of the core area, often integrated within a mix of other uses, including employment, retail and community uses. A series of new neighbourhoods will be created at the GLS site, Hale Wharf and in the Ashley Road area, and there is scope to improve the High Cross Estate in the longer term. The provision of a critical mass of new residents at relatively high densities will enable the area to support and sustain this new mix of uses.

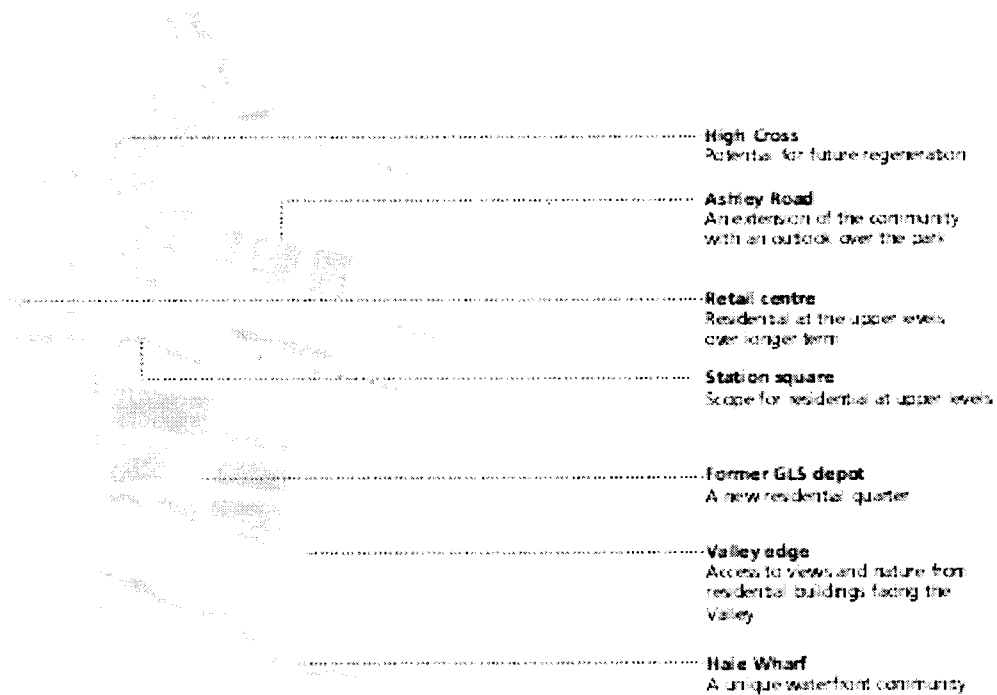


Fig3: Residential

1.5.4 Figure 4 shows the suggested distribution of retail and leisure uses. The retail is focused on the existing retail park, which has significant potential to be improved in order to make a better contribution to the environment and quality of the pedestrian experience. Convenience retail is also provided at the station interchange, to serve the needs of local residents, commuters and those changing between transport modes. A small amount of retail is envisaged at the GLS site to serve immediate local needs. In addition, both retail and leisure uses are accommodated at Hale Wharf, including provision for a new high quality market, which could occupy a new public space on the waterfront.

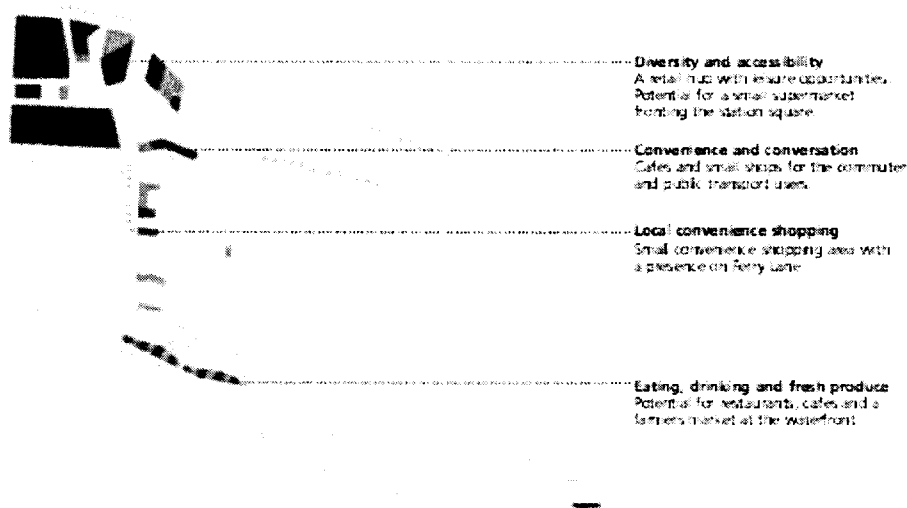


Fig 4. Retail and Leisure

1.5.5 Figure 5 shows the preferred distribution of community uses throughout the Masterplan area, which include a new health centre, new adult education centre, enhanced Down Lane Recreation Ground, re-provided Welbourne Centre, City Farm/interpretation centre and a network of new, high quality green spaces, streets and public squares.

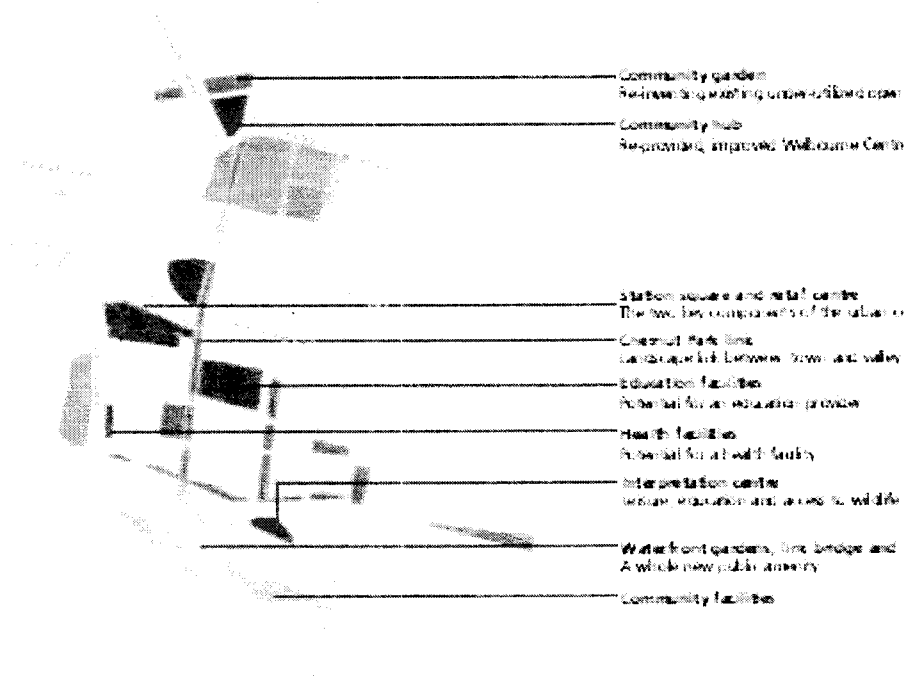


Fig 5. Community and Open Space

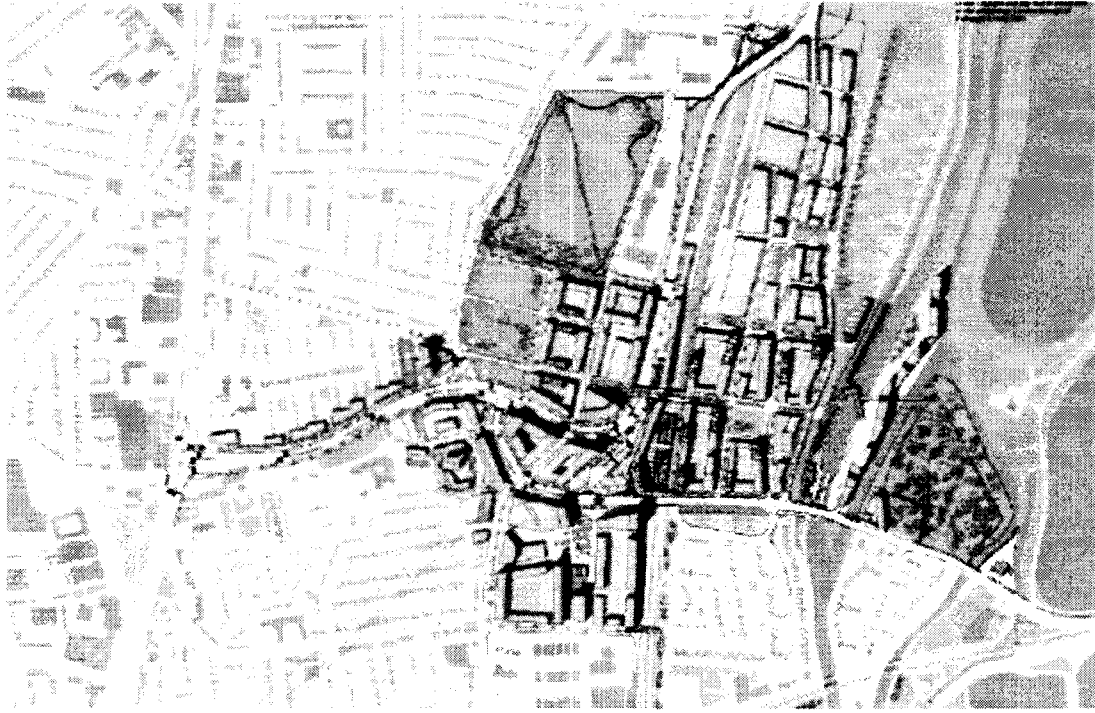


Fig 6: Tottenham Hale Masterplan – key drawing

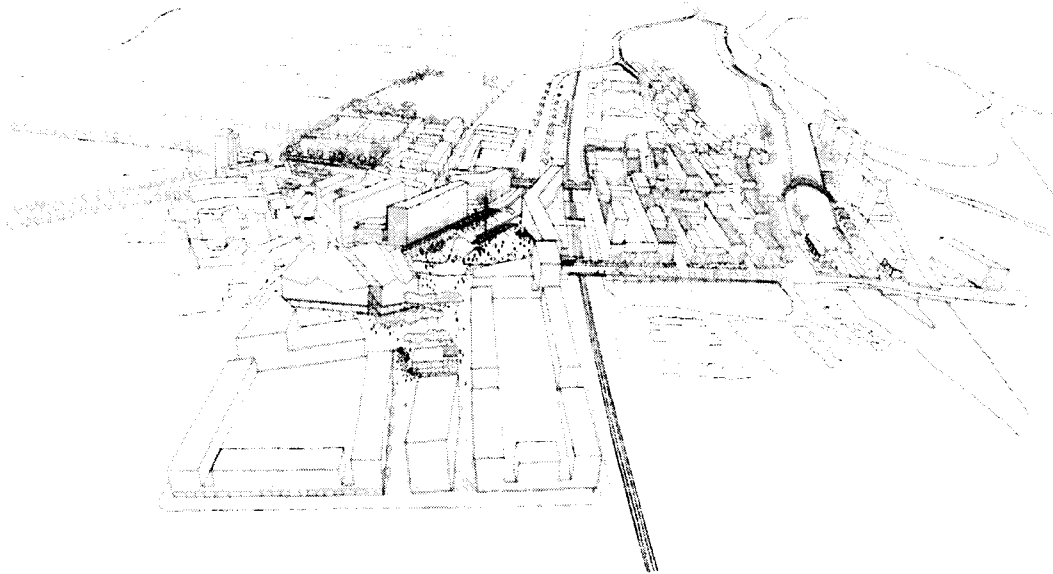


Fig 7: Indicative aerial view of new urban centre

2. ABOUT THE DRAFT MASTERPLAN

2.1 PUBLIC CONSULTATION

2.1.1 ~~Haringey Council's Planning Applications Sub-Committee (PASC) will consider this Draft Masterplan for public consultation in June. The Draft Tottenham Hale Urban Centre Masterplan was the subject of statutory public consultation during July and August 2006~~

2.1.2 Following the consultation period, the Council ~~will~~ considered all responses, and ~~the draft document amended the draft document~~ as appropriate. The results of the public consultation exercise and the amended Masterplan ~~will be~~ were reported back to Planning Application Sub-Committee (PASC) before being presented to the Council's Executive for adoption as a Supplementary Planning Document (SPD). An indicative The timetable for adoption is provided below:

Stage	Date
PASC for Public Consultation Approval	June 2006
Public Consultation	July/August 2006
PASC for Approval of Amended Brief	September <u>October</u> 2006
Council's Executive for Adoption as SPD	October 2006

2.1.3 A separate report outlining the public consultation strategy ~~will~~ has been produced, which ~~will~~ includes a summary of any representations received, the issues raised, the Council's response and any resulting changes to the Masterplan.

2.1.4 If any planning applications are submitted, further public consultation will take place as part of the development control process before any decision is made, and the public will be able to make representations regarding the specifics of any proposal.

2.1.5 The Consultation Statement which summarises the consultation and findings at the pre-production stage of the Tottenham Hale Urban Centre Design Framework, as well as the ~~current~~ formal consultation strategy in respect of this ~~Draft~~ Masterplan SPD, is appended to this document.

2.2 STATUS OF THE DRAFT MASTERPLAN

2.2.1. This ~~Draft~~ Masterplan has been prepared within the context of Government guidance, the Mayor's London Plan (2004), the London Borough of Haringey ~~adopted~~ Unitary Development Plan (July 2006) and ~~draft Revised Unitary Development Plan (2004) as modified April 2006,~~ the Tottenham Hale Urban Centre Design Framework (~~May~~ June 2006) and other relevant supplementary planning guidance notes. ~~It is the intention of London Borough of Haringey that following the statutory consultation process, the Draft Masterplan will be~~ The Masterplan has been approved by the Council as a Supplementary Planning Document (SPD) that elaborates upon the policies contained within the borough's UDP – in particular, Policy AC2. The Masterplan ~~it~~ will be a strong material planning consideration and afforded significant weight when used to determine planning applications for the Tottenham Hale area.

2.3 SUSTAINABILITY APPRAISAL

2.3.1 This document has been prepared with a view to contributing to the achievement of sustainable development. In essence, this involves ensuring a better quality of life for everyone, for present and future generations.

2.3.2 The Planning and Compulsory Purchase Act 2004 requires local planning authorities to carry out sustainability appraisals for Supplementary Planning Documents such as this. European Directive 2001/42/EC also requires that Strategic Environmental Assessments be carried out for certain types of plans that will set a framework for

future development consents and that are likely to have significant environmental effects.

- 2.3.3 A sustainability appraisal has been carried out in conjunction with the preparation of this document, which meets the regulatory requirements through a single appraisal process. Its main purpose is to appraise the social, environmental and economic effects of the brief, from the outset of the preparation process, so that decisions can be made that achieve sustainable development. ~~This appraisal will be presented in a separate report, which will also be the subject of public consultation in conjunction with this brief.~~

3. PLANNING POLICY CONTEXT

3.1 INTRODUCTION

3.1.1 The transformation of Tottenham Hale is both driven and supported by a range of planning and regeneration policies at the national, regional and local level.

3.2 NATIONAL PLANNING POLICY CONTEXT PPG and PPS

- PPS 1: Delivering Sustainable Development (2005)
- PPG 3: Housing (2000)
- PPG 4: Industry, Commercial Development & Small Firms (1992)
- PPS 6: Planning for Town Centres (2005)
- PPS 9: Biodiversity and Geological Conservation (2005)
- PPS 12: Local Development Frameworks (2004)
- PPG 13: Transport (2001)
- PPS 23: Planning and Pollution Control (2004)
- PPG/S 25 Development and Flood Risk (2001 and 2005)

3.2.1 **PPS1: Delivering Sustainable Development (2005)** sets out the Government's national policies on different aspects of land use planning. It outlines the overarching planning policies on the delivery of sustainable development, and other aspects of planning including high quality and inclusive design. It states that community involvement is an essential element in delivering sustainable development and creating sustainable and safe communities. It promotes economic development to secure higher living standards while protecting and enhancing the environment, and a more efficient use of land through higher density, mixed use development and the use of previously developed land and buildings.

3.2.2 **PPG3: Housing (2000)** introduced a sequential approach to housing development and provision, which involves using previously developed land before greenfield sites. It states that when considering housing provision local planning authorities should:

- Give priority to the re-use of previously developed land within urban areas, in preference to the development of greenfield sites.
- Create more sustainable patterns of development by building in ways that exploit and deliver accessibility to jobs, education, and health facilities, shopping, leisure and local services by public transport.
- Make more efficient use of land by reviewing planning policies and standards.
- Seek to reduce car dependency by facilitating walking and cycling, and promote good design in new housing developments in order to create attractive environments in which people would choose to live.

It also emphasises the importance of conversions as a source of additional housing, the importance of bringing vacant buildings into use, and making the best use of previously developed land whilst improving the quality of the environment.

3.2.3 **PPG4: Industry, Commercial Development and Small Firms (1992)** states that planning authorities should:

- ensure speculative developers who provide premises suitable for small firms are allowed to contribute to the expansion of the economy and employment ,
- aim to ensure that there is sufficient land available which is readily capable of development and well served by infrastructure.
- ensure there is a variety of sites to meet differing needs,
- include policies for the type of condition or planning obligation that might be imposed or sought in a particular situation,
- provide positive policies for small businesses,

- recognise that it may not be appropriate to separate industry and commerce, especially small scale developments, from the residential communities for whom they are a source of employment and services,
- not seek unreasonably to restrict commercial and industrial activities of an appropriate scale which would not adversely affect residential amenity

3.2.4 **PPS6: Planning for Town Centres (2005)**, focuses on enhancing the vitality and viability of town centres by:

- planning for growth and development of existing centres, and
- promoting and enhancing existing centres, by focusing development in such centres and encouraging a wide range of services in a good environment that is accessible to all.

It states that a sequential approach should be adopted when selecting sites for retail and leisure. Adopting the sequential approach means that first preference is for town centre sites, where suitable buildings for conversion are available, followed by edge of centre sites and then out-of-centre sites in locations that are accessible by a choice and means of transport. This approach should be applied to all key town centre uses, which attract many people.

3.2.5 **PPS9: Biodiversity and Geological Conservation (2005) sets out planning policies on the protection of biodiversity and geological conservation through planning.**

3.2.6 **PPS12: Local Development Frameworks (2004)** sets out the Government's policy on the preparation of local development documents, which includes the preparation of Supplementary Planning Documents (SPD).

3.2.7 **PPG13: Transport (2001)** provides advice on the integration of transport and land use planning to encourage alternative means of travel and reduce reliance on the private car. Reducing the level of car parking in new development is essential in promoting sustainable travel choices, avoiding the wasted costs to business of providing too much parking, and tackling congestion which might otherwise detract from the convenience of car use and other road based transport. It emphasises the importance of taking a flexible approach to car parking standards to achieve the objectives of sustainability, and sets out maximum car parking standards as opposed to minimum.

3.2.8 **PPS23: Planning and Pollution Control (2004) is intended to complement the new pollution control framework under the Pollution and Prevention Act 1993 and PPC Regulations 2000**

3.2.9 **PPG25 and Draft PPS25: Development and Flood Risk (2001 and 2005)** provides significant safeguards against inappropriate new development in flood risk areas. All development must be in line with the current PPG25 and Draft PPS 25. This aims to ensure flood risk is considered at all stages of the planning and development process from regional plans, to local plans and individual site development. All development proposals in flood risk areas should be subject to a sequential, risk-based approach accompanied by a flood risk assessment, and local planning authorities should consult the Environment Agency.

3.3 REGIONAL PLANNING CONTEXT

3.3.1 London-Stansted-Cambridge-Peterborough (LSCP) Corridor

A key component of the Government's Sustainable Communities Plan (2003) focused on the four main areas identified previously by Regional Planning Guidance 9; the Thames Gateway, Milton Keynes/South Midlands, Ashford, and London-Stansted-Cambridge (LSC), in order to accommodate and sustain the economic success of London and the South East region. The Sustainable Communities Plan stated that London and the four growth areas had the potential to accommodate an additional

200,000 homes above levels projected in the Regional Planning Guidance and London Plan. The London-Stansted-Cambridge corridor was extended in 2004 to include the whole of Cambridgeshire and Peterborough. Tottenham Hale is perhaps the most well-connected node within the LSC growth corridor with its existing connections to Stansted International Airport and Central London.

3.3.2 The Mayor's London Plan (2004)

The Mayor's London Plan (2004) sets out the spatial development strategy for London and identifies Tottenham Hale as an Opportunity Area (Policy 2A.2) in the North London Sub-Region where major development is proposed to intensify and accommodate substantial growth, particularly in economic terms. The London Plan identifies a target for Tottenham Hale to provide at least 5,000 new jobs and 200 new homes by 2016, largely through increasing density, redeveloping major brownfield sites and increasing accessibility through improvements in public transport. However, it should be noted that the Mayor has more ambitious targets for the quantum of housing to be provided at Tottenham Hale, and this is reflected in the Draft North London Sub Regional Development Framework (SRDF) (May 2006) ~~July 2005~~, which states that it will seek to exceed the minimum guidelines for housing.

3.3.3 The London Plan states that higher density development in the area could be accommodated close to Tottenham Hale Station, and that it could become the main service area focus for the North London sub-region. The Plan also highlights the excellent transport connections that serve Tottenham Hale, with its rail, tube and bus interchange.

3.3.4 The London Plan encourages boroughs to seek an intensification of housing provision through development at higher densities, particularly where there is access to public transport. Tottenham Hale's status as an Opportunity Area also suggests it is an appropriate location for some development of considerable height. The London Plan states clearly that whilst high density does not necessarily imply tall buildings, they can support the strategy of creating the highest levels of activity at locations with the greatest transport capacity, and well designed tall buildings can contribute to regeneration

3.3.5 London Plan Policy 4B.8 states that tall buildings should create attractive landmarks, helping to provide a coherent location for economic clusters, and/or to act as a catalyst for regeneration. Policy 4B.9 states that the design and impact of all large-scale buildings, including tall buildings, should be of the highest quality design and in particular, they should:

- be suited to their wider context in terms of proportion and composition and in terms of their relationship to other buildings, streets, public and private open spaces, the waterways or other townscape elements;
- be attractive city elements as viewed from all angles and where appropriate contribute to an interesting skyline, consolidating clusters within that skyline or providing key foci within views;
- illustrate exemplary standards of sustainable construction and resource management and potential for renewable energy generation and recycling;
- be sensitive to their impact on micro-climates in terms of wind, sun, reflection and overshadowing;
- be appropriate to the transport capacity of the area ensuring adequate, attractive, inclusive and safe pedestrian and public transport access; and
- relate positively to water spaces taking into account the particular needs and characteristics of such spaces.

3.3.6 Tottenham Hale is identified in the London Plan as being an Opportunity Area adjoining the Blue Ribbon Network of waterways. Development proposals for riverside sites must take account of the Blue Ribbon Network Principles. Proposals for tall buildings near this network should meet the design requirements as set out in Policy 4B.9 and should address the specific impacts on the water spaces,

including the public realm of the waterside. In addition, Policy 4C.23 requires new safety provision as part of any development proposal.

- 3.3.7 Policy 3A.7 states that local authority policies should take into consideration the Mayor's strategic target of providing new housing of which 50% is affordable, and within this target, the London-wide objective of 70% social housing (i.e. social rented) and 30% intermediate housing (i.e. shared ownership/key workers), in order to help promote mixed, balanced communities. In addition, Policy 3A.8 states that Boroughs should:

"Seek the maximum reasonable amount of affordable housing when negotiating on individual private residential and mixed-use schemes, having regard to their affordable housing targets adopted in line with policy 3A.7, the need to encourage rather than restrain residential development and the individual circumstances of the site. Targets should be applied flexibly, taking account of individual site costs, the availability of public subsidy and other scheme requirements."

- 3.3.8 The principles of inclusive design underpin the London Plan and are fundamental in achieving the aim of social inclusion. Policy 4B.5 states that all future development should meet the highest standards of accessibility and inclusion, designed so that it:

- Can be used safely by as many people as possible without undue effort, separation or special treatment;
- Offers the freedom to choose, and the ability to participate equally in the development's mainstream activities; and
- Values diversity and difference

- 3.3.9 In addition to its Opportunity Area designation, Tottenham Hale is identified as a Strategic Employment Location (SEL) specifically for businesses requiring a relatively good quality environment. Under Policy 3B.5, the London Plan states that the SEL framework is designed to reconcile demand and supply, and take into account the needs of industry in terms of clustering, capacity, environment, accessibility and cost requirements, and that the Mayor will work with strategic partners to promote and manage the varied industrial offer of SELs. Further details are set out in the GLA's Draft Industrial Capacity SPG (2003), which is discussed below.

- 3.3.10 There are a number of London Plan policies that impact upon the Tottenham Hale area, which are;

- Policy 3B.4 Mixed-use development
- Policy 3B.6: Supporting innovation
- Policy 3B.9 Creative industries
- Policy 3B.12: Improving the skills and employment opportunities for Londoners
- Policy 3C.1: Integration of transport and spatial development
- Policy 3C.2; Matching development to transport capacity
- Policy 3C.3: Sustainable transport for London

In addition, it is a key objective that the development at Tottenham Hale is sustainable. Policy 2A.1 promotes the concept of sustainable development that underpins all of the proposals contained within this document.

3.3.11 **GLA Draft Industrial Capacity SPG (2003)**

The draft Supplementary Planning Guidance (SPG) on 'Industrial Capacity' was published in September 2003 to accompany the London Plan, and set out to:

"Encourage owners and occupiers of industrial land, as well as the LDA, boroughs and other relevant agencies, to manage and invest in capacity to meet the changing needs of different types of industry. To support this, mixed use, higher density re-development of some Strategic Employment Locations close to town centres and public transport nodes is encouraged providing it does not compromise [London Plan Policy 3B.5] and capacity to meet London's future industrial needs."

3.3.12 The SPG emphasises the importance of analysing the strategic factors, site characteristics, and industrial demand factors in determining future allocations for industrial uses. The guidance quotes government research and advice that: *“industrial uses will usually be accommodated on the lower floors of mixed use developments with other uses above...Most appropriate will be locations where such development can be closely integrated with a wider mix of surrounding uses, such as on the edge of town centres...there may be scope to redevelop and upgrade parts of some Preferred Industrial Locations near stations or town centres, especially where there is a barrier separating the area from the rest of the Preferred Industrial Location.”*

3.3.13 The guidance from this SPG has informed the Masterplan proposals, particularly as some of the sites designated as SELs are in close proximity to Tottenham Hale station with its direct links to Central London, Cambridge and Stansted Airport.

3.3.14 GLA Sustainable Design & Construction SPG (2006)

The Supplementary Planning Guidance (SPG) on ‘Sustainable Design & Construction’ was published in May 2006 to provide guidance on the way that the seven principles in London Plan Policy 4B.6 Sustainable Design and Construction can be implemented to meet the London Plan objectives. To this end, the guidance contains a checklist of essential and preferred standards. Policy 4B.6 requires boroughs to use the seven sustainability principles when assessing major applications. Haringey Council will expect proposals to employ environmental best practice to meet the Mayor’s preferred standards as set out in the SPG.

3.4 SUB-REGIONAL CONTEXT

Draft North London Sub - Regional Development Framework (SRDF)(May 2006)

3.4.1 The North London Sub Regional Development Framework (SRDF) provides non-statutory guidance on the implementation of the London Plan and covers the boroughs of Barnet, Enfield, Haringey and Waltham Forest. The SRDF sets out a number of three key issues for Tottenham Hale which build upon the policy direction provided in the London Plan, which include:

- the area is likely to involve a significantly higher housing allocation than originally envisaged in the London Plan;
- the area is suitable for higher densities and tall buildings with exceptional views over the Lea Valley, North and East London, and into Central London – therefore, it has the potential to develop landmark buildings to identify itself as a strategically important gateway; and
- some of the employment functions around Tottenham Hale can be expected to be relocated in the wider Upper Lea Valley as the role of Tottenham Hale as a sub regional focus grows.

3.4.2 In addition, the SRDF sets out the draft indicative boundary of the Tottenham Hale SEL which covers the Millmead and Lockwood Industrial Estates, Ashley Road area and the northern half of the Hale island site (between Station Road and Hale Road).

3.4.3 The SRDF recognises there have been problems with localised flooding on some of the area’s tributaries, with a wider question over the levels of flood protection in the Lee Valley. In order to understand the issue in greater detail, and given that the Opportunity Areas of the Upper Lee Valley and Tottenham Hale are within the indicative floodplain, the SRDF requires the boroughs, LDA and GLA to work with the Environment Agency to produce a Strategic Flood Risk Assessment for the Upper Lee Valley.

3.4.4 A partnership lead by the Environment Agency has produced a River Restoration Strategy which covers the sub-regions rivers. The EA and its partners believe that including river restoration into regeneration schemes can promote a more environmentally friendly, sound approach to the development of sustainable communities. The strategy highlights locations in North London where specific

reaches of river could benefit from restoration. The SRDF requires boroughs, and where appropriate the Mayor and LDA, to work to implement proposals contained in the strategy through decisions on planning applications and specific projects.

3.5 LOCAL CONTEXT

London Borough of Haringey Unitary Development Plan (July 2006): Revised Deposit Consultation Draft, September 2004 – (With Post-Inquiry Modifications April 2006)

- 3.5.1 The Council's Revised Unitary Development Plan provides the policy framework for land use and development in Haringey up to 2016. ~~Following a Public Local Inquiry and publication of the Planning Inspector's Report, a modified version of the UDP is scheduled for adoption in July 2006.~~ The UDP policy of primary importance and relevance to Tottenham Hale is Policy AC2 which sets out the Council's proposals for the Tottenham International area ~~as an Area of Change, and acknowledges and supports~~ its designation as an Opportunity Area within the London Plan. Policy AC2 states that 'there should be the creation of a new urban focus centred on Tottenham Hale Station' and that 'development should have regard to the development framework for the area' - namely the Tottenham Hale Urban Centre Masterplan, which: consultation draft Tottenham International Development Framework (TIDF), although this document has been elaborated upon and subsequently superseded by the Draft Tottenham Hale Urban Centre Design Framework (May 2006). The UDP states that Tottenham Hale should become 'a centre for business; the place to live' by achieving a number of objectives, which include:

- ~~2. • Creates~~ Creation of a comprehensive mixed-use development, including appropriate retailing such as a small food store, and the development of a cinema and hotel;
- Supporting the London Plan designation as a Major Development Opportunity and Strategic Employment location suitable for a business park, potentially achieving 5,000 new jobs and a minimum of 200 new homes; which will include a proportion of affordable housing to meet an overall borough target of 50%;
- Lessening dominance of the private car through conversion of the Tottenham Green / Hale gyratory to two way flow;
- Creating an integrated transport interchange at Tottenham Hale;
- Achieving better links to surrounding communities and to Tottenham Hale Station and the Lea Valley;
- Maximising opportunities of riverside development and enhancement of the Lee Valley Regional Park, its openness and nature conservation value and taking advantage of the areas industrial heritage;
- Providing more sustainable forms of development, built to high density and high quality design; and
- Providing a choice of good quality housing that meets the needs of all in the community and promotes a sustainable and socially mixed community.

Key issues relevant to development at Tottenham Hale are set out in the Draft Adopted UDP as follows:

- **Housing** (Policies HSG1, HSG4, HSG9~~8~~ and HSG10~~9~~) – with regard to affordable housing, Policy HSG4 states that:
"Housing developments capable of providing 10 or more units will be required to include a proportion of affordable housing to meet an overall borough target of 50%. The proportion negotiated will depend on the location, scheme details or site characteristics. The Council will use planning agreements and planning conditions to secure the provision of affordable housing".

The London Plan requires that boroughs should seek to achieve a range of types of affordable housing and an appropriate balance between social and intermediate housing to meet a London-wide objective of 70% social housing and 30% intermediate provision.

Haringey is polarised both socially and economically, with high levels of deprivation in eastern parts of the borough and relative affluence in the west. Social rented accommodation is concentrated in the east of the borough and there is an opportunity to redress the imbalance to promote other types of affordable housing, in particular key worker schemes, which can help to develop mixed and balanced communities. Therefore, the Council will negotiate different proportions of social rented and intermediate housing having regard to the existing proportion of social rented provision in an area, the overall amount of affordable housing proposed, the suitability of the site and location for family housing, individual site costs, the availability of public subsidy and other planning requirements

Policy HSG98 states that residential development in the borough should normally be provided within the density range of 200 - 700 habitable rooms per hectare (hrh), and have regard to the density ranges set-out in Table 4B.1 of the London Plan. However, higher density development up to 1100 hrh is may be allowed, provided the proposed development is in one of the exception areas, which includes the Tottenham Hale Opportunity Area, as well as those areas with good public transport accessibility (PTALs 4-6) and the development comprises predominantly of flats; where they are within mixed use schemes and where a planning brief has been adopted which recommends higher densities

- **Floodplain** (Policy Env1R) - Tottenham Hale is located within the River Lee floodplain and the Council's high -risk flood zones. It is essential therefore, that development in these zones is subject to a risk-based or sequential approach.
- **Enhancing and protecting the water environment** (Policy Env4) – the Council, in consultation with the Environment Agency and where appropriate Thames Water and Lea Valley Regional Park Authority, will seek to promote river corridors as important areas of open land both within the borough and, where appropriate, across the boundary
- **Tall buildings** (Policy UD944) - the UDP considers Tottenham Hale as a suitable location for tall buildings, based upon proximity to a major public transport interchange and the strategic designation as an 'Opportunity Area'. Applications for tall buildings will be assessed against the strict criteria-based Policy UD9.
- **Employment** (Policy EMP1a) - the UDP designates Tottenham Hale as a Regeneration Area - Defined Employment Area (DEA). As the area falls within the Council's framework of main regeneration areas, it is considered to be appropriate for mixed-use, including residential, employment and community facilities.
- **Green space** (Policies OS1, OS2, OS3 OS4, OS5, OS6 and OS98) – There are a number of existing UDP open space designations within the area. The Lee Valley Regional Park is designated as Green Belt and Metropolitan Open Land, and the Down Lane Recreation Ground is designated as Significant Local Open Land. The Down Lane Recreation Ground is a Site of Local Importance and as such, it is considered to be of particular value to nearby residents or schools. In addition, the safeguarded corridor alongside the railway tracks is an Ecologically Valuable Site of Borough Importance due to its significant nature conservation value. The Paddock is covered by the Green Belt designation and listed as a local nature reserve. Any planning application adjacent to or within the Lee Valley Regional Park should consider the Lee Valley Regional Park Plan, which sets out guidance for the protection and promotion of the waterside environment at Hale Wharf, and protection of the Paddock Local Nature Reserve as a gateway to the Park and as an area of wildlife value and interest.

- **Mitigating climate change: energy efficiency (Policy ENV9)**- through this policy, the Council will encourage energy efficiency and a reduction in carbon dioxide emissions. This might be achieved through a range of measures, which include: careful layout, design and landscaping, avoiding mechanical/electrical ventilation systems, providing community heating and CHP systems where feasible, mixed-use developments and reducing car-use.
- **Mitigating climate change: renewable energy (Policy ENV106A)** the UDP requires all major development schemes to provide an energy assessment with their planning application showing an on-site provision of 10% of their projected energy requirement from renewable sources, where feasible. In addition, all major schemes must demonstrate in their energy assessment that the proposed heating and cooling systems have been selected in the order of preference set-out in the UDP.
- **Sustainable design and construction (Policy UD24A)** is concerned primarily with the environmental / natural resource aspects of sustainable development. Through this policy, the Council will seek that all development is designed in a way that maximises the potential of the site, without causing any unnecessary local or global environmental consequences.
- **Contaminated land (Policy ENV11)** requires development proposals on potentially contaminated land to: follow a risk management based protocol to ensure contamination is properly addressed; and carry-out investigations to remove or mitigate any risks to local receptors. Development proposals on potentially contaminated land will be refused planning permission where it has not been demonstrated to the satisfaction of the Council that the risks have been addressed properly.

3.5.2 London Borough of Haringey Supplementary Planning Guidance Notes (SPG)

The Council has prepared a number of SPGs that provide additional advice on particular topic or policy areas, which are related to, and expand upon statutory policies. SPGs will be material considerations when assessing planning applications.

3.5.3 Haringey's Climate Change Strategy

Haringey Council is in the process of developing a strategy that will help the borough play its part in mitigating climate change, as well as helping to adapt to the impacts of climate change both now and in the future. The Tottenham Hale development presents the Council with a major opportunity to make an impact on future carbon emissions in the borough through its planning controls and expects developers to work proactively on assisting the borough make significant achievements in this area.

3.5.4 Haringey's Community Strategy (2003- 2007)

The purpose of the Haringey Community Strategy is to make changes that will improve the quality of life for people living, working, learning, visiting and investing in the borough. The priorities are to:

- Improve services;
- Narrow the gap between the east and the west of Haringey through: neighbourhood development in the most deprived areas, better access to jobs and training, supporting businesses and attracting investment, better housing for all, and developing key sites such as Tottenham Hale
- Create safer communities and places
- Improve the environment by: developing civic pride, creating a cleaner environment, improving transport, and promoting opportunities for relaxation and enjoyment; and
- Raise achievement in education and create opportunities for life long success.

3.5.5 Tottenham Hale Urban Centre Design Framework (June 2006)

The Tottenham Hale Design Framework is an overarching document, which sets-out a powerful vision for the transformation of the area, with the creation of a new high-density urban centre, focused around an enhanced public transport interchange of sufficient capacity and a high quality public realm. The Design Framework provides detailed technical guidance on urban design, public realm issues and development principles.

3.5.6 The Design Framework has been prepared by Urban Practitioners, Allies and Morrison, Mouchel Parkman, CB Richard Ellis and Gardiner & Theobald on behalf of a client group comprising the London Development Agency, Greater London Authority, London Borough of Haringey and Transport for London. Its preparation has been funded by the Department for Communities and Local Government's (formerly the ODPM) Growth Area Fund, Round 1.

3.5.7 The overall vision and design concepts outlined originally within the Design Framework have underpinned production of this ~~Draft~~ Masterplan. The Design Framework will provide valuable background information of a more detailed, technical nature than that presented within this Masterplan.

4. GENERAL DEVELOPMENT PRINCIPLES

4.1 INTRODUCTION

There are a number of underlying principles which should be adhered to in the development of the new urban centre at Tottenham Hale. These general and site-specific principles are a starting point for design. The principles are a means to an end, not an end in themselves.

4.2 GOLDEN RULES

4.2.1 ~~Three~~Four 'Golden Rules' underpin these development principles and should also underpin any planning applications for the six key sites within the Tottenham Hale area:

- Buildings should make a positive contribution to the public realm; its character, hierarchy and scale;
- Buildings should relate positively to neighbouring structures (both old and new) and the waterfront environment to create a harmonious whole; and
- Developments should not limit the future flexibility of neighbouring plots beyond the constraints already imposed
- Waterfront development must be of the highest quality design, integrating successfully with the waterspace – the water must be the starting point for design

4.3 THE PRINCIPLES

4.3.1 High quality design

The new urban centre at Tottenham Hale will be a substantial and high profile development, given its strategic location within the London-Stansted-Cambridge-Peterborough growth corridor. If the development is to succeed and to grow, the design of the sites, station interchange and public realm must be of the highest possible quality in order to achieve the radical transformation of the area that is envisaged. Openly procured, high calibre design team and partnership working will be encouraged for all sites within the area to promote high quality design

4.3.2 Flexibility

New development should be designed to allow maximum flexibility over time in order to ensure that it can accommodate the changing needs of its users in a sustainable manner. The re-introduction or 'repairing' of the existing east-west urban grain seeks to encourage large-scale development to be delivered as a number of smaller units, each capable of accommodating a range of different users (or owners) over time.

4.3.3 Active frontage and ground floor use

In order to animate the streets and the public realm, and create a lively and interesting street scene, it is important to accommodate and encourage active frontage and ground floor use in new development, including waterfront. This will include shop fronts, entrances to residential or commercial properties and windows, to ensure passive surveillance of the public realm.

4.3.4 Mixed use

As part of the drive to create a high-density, sustainable development, an appropriate mix of uses will be encouraged both vertically and horizontally. The urban centre will have excellent connectivity in terms of public transport and therefore a mix of uses - with commercial units on the lower floors and residential units on the upper floors - should be encouraged on plots closest to the enhanced interchange.

4.3.5 Density

Residential development in the borough should normally be provided at a density of between 200 to 700 habitable rooms per hectare (hrh). ~~However,~~ with higher density development within the range of 650 to 1100 hrh ~~will be permitted~~ at Tottenham Hale, due to its Opportunity Area status and proximity to good public transport provision.

Whilst high-density development may be an appropriate aspiration in terms of planning policy, it would be difficult to implement in Tottenham Hale, given the area's existing environmental and locational constraints. Therefore, it is considered that a density limit of 700hrh would be more appropriate and achievable. In order to ensure that new development maximises potential housing supply, residential development should conform to the ranges established within the London Plan density location and parking matrix. The Council will use the Public Transport Accessibility Level Index (PTAL) as a guide to the intensity of development compatible with individual sites. PTAL is a measure of the accessibility of any location to the public transport network. It provides important information for determining what types of development, densities and parking standards are appropriate in different locations. The key development sites within the masterplan area are PTAL 4 – 6 (medium to high accessibility). Residential development should conform to the ranges established within the London Plan density location and parking matrix. Other locations suitable for higher densities may include waterside locations or at landmark development nodes on major thoroughfares.

4.3.6 Affordable housing

All residential development within the Masterplan area that is capable of providing 10 units or more will be required to include a proportion of affordable housing to meet an overall borough target of 50%. The proportion negotiated will depend upon the location, scheme details or site characteristics. Developers should refer to the GLA Affordable Housing Toolkit, which allows the user to test the economic implications of different types and amounts of planning obligation, including the volume and mix of affordable housing sought and amount of public subsidy.

4.3.7 Housing mix

~~The suggested housing mix for the new development at Tottenham Hale, based upon the findings of the GLA Housing Requirements Study (2004) and London Borough of Haringey's Housing Needs Assessment Update (March 2005), the property market review, advice from the London Borough of Haringey and CB Richard Ellis, is set out below. The proposed mix applies to both private and affordable housing.~~

• Studio apartments	6%
• 1 bed apartments	41%
• 2 bed apartments	28%
• 3 bed family apartments or houses	25%

The suggested housing mix for the new development at Tottenham Hale is set out below. The suggested mix is in line with the adopted UDP, the draft SPG3a Dwelling Mix, Floorspace Minima, Conversions, Extensions and Lifetime Homes and emerging Housing SPD. A mix of social rented and intermediate affordable housing is required to meet housing needs in the borough. Where private housing is proposed, the Council will take appropriate action to ensure it remains in private use and contributes towards the achievement of a mixed and balanced sustainable community. The precise housing mix is a matter for negotiation in each case and dependant upon site-specific factors. The Council will seek to maximise the provision of family-size units in order to meet the borough's housing needs.

Dwelling Mix for Private Housing:

1 Bed	37%
2 Bed	30%
3 Bed	22%
4+ Bed	11%

Dwelling Mix for Affordable Housing:

1 Bed	22%
2 Bed	20%
3 Bed	26%
4+ Bed	32%

4.3.8 Lifetime Homes

In addition to meeting Part M of the current building regulations, all residential accommodation must be designed to Lifetime Homes Standards, as established by the Joseph Rowntree Foundation, with 10% of all housing types and tenures designed specifically to accept wheelchair users or be easily adapted for residents who are wheelchair users. Wheelchair accessible housing must meet the standards set out in the 'Wheelchair Housing Design Guide'.

4.3.9 Urban grain and scale

Single-use and overly-large development blocks should be avoided, and permeable facades created where possible in order to enhance the flow of people.

4.3.10 Urban enclosure

The public spaces - which include the streets, bridges, greens and squares - should be strongly defined by the surrounding built edges. The groups of buildings that provide these edges should be designed to respect one another and the open space, creating a consistent and coherent façade, rather than a collection of unrelated buildings.

4.3.11 Building heights

The excellent connectivity of Tottenham Hale and its location within the ODPM growth corridor suggests that it is an appropriate location for some development of considerable height. However, tall buildings should be of the highest quality design, located appropriately, respecting the scale of surrounding development, and avoiding detrimental impacts on the openness of the Green Belt, the River Lee, the Paddock and adjoining buildings. Proposals or applications for tall buildings should be accompanied by design and environmental impact statements, and take into account the objectives of 'Guidance on Tall Buildings (2003) a best practice guide produced by English Heritage and CABE.

4.3.12 Edges, consistency and variety

Proposals for new development at Tottenham Hale should demonstrate a consideration of the following design objectives:

- that development on a plot considers its relationship with that on adjoining plots in terms of design, height, building line, façade and frontage;
- that development on a plot demonstrates a coherence and consistency with its neighbouring plots, whilst maintaining a degree of variety in design and architectural style;
- that development on a plot demonstrates a positive contribution to the edges of public spaces (streets, greens and squares); and
- that development facing the waterfront demonstrates a positive contribution to the water's edge and the proposed bridge(s).

4.3.13 Connection and accessibility

New development at Tottenham Hale should be designed to improve connections within the area and to significant neighbouring destinations such as Tottenham High Road and the Lee Valley Regional Park. In particular, accessibility and legibility for pedestrians and cyclists should be improved and new public routes should be created. All new pedestrian routes, open spaces, waterfront features and public realm improvements must be accessible. Excellent access to Tottenham Hale Station from either side of the rail corridor will be a pre-requisite, with careful consideration given to the needs of mobility-impaired users.

4.3.14 Access and servicing

Access to sites within the masterplan area should not, wherever possible, be provided from the Principal or Transport for London Road Network (TLRN). Servicing for developments should take place off the public highway. Sufficient space should be provided within the curtilage of the site. Specific minimum standards are provided for

B1, B2 – B7 and B8 Use Classes to prevent loading from adjacent roads. Guidance is provided in the UDP. Opportunities to use the River Lee during construction and future servicing should be explored.

4.3.15 Car and cycle parking

To create a high quality environment, residential or commercial private parking should be provided safely out of sight, either underground or contained within the interior of blocks. Large areas of surface parking should be avoided. Tottenham Hale is well served by public transport and therefore car-free residential development may be appropriate in locations with a PTAL score of 4 or above. Within car-free schemes, an appropriate number of parking spaces must be provided for Blue Badge holders. In general, parking provision should be considerably lower than the UDP maximum standard. However, for larger developments, car parking requirements would be assessed as part of a transport assessment. Guidance can be found in Haringey Council's SPG 7d Transport Assessments. Cycle parking should be provided as a minimum in accordance with the parking standards contained within the ~~Revised~~ UDP.

4.3.16 Measures to reduce car use

The establishment of car-clubs and car-sharing schemes would be supported. Travel plans would need to be prepared. Guidance can be found in Haringey Council's SPG 7c - Travel Plans. Specific measures to reduce car use are described in SPG 7d – Transport Assessments, which include: limiting and charging for on-site parking, funding the implementation of on-street parking controls, the application of modal split targets, travel plans, funding public transport, pedestrian and cycle improvements, maximising access to existing public transport services, maximising linkages and facilities for pedestrians and cyclists, incentives for non-car users, encouraging home working and telecommuting, ~~and~~ car-sharing ~~and~~ car-pooling schemes.

4.3.17 Enhancing the waterways

The River Lee Navigation, the Lee Diversion and Pymme's Brook provide an exceptional natural asset for Tottenham Hale. New development in the area presents a major opportunity to maximise the benefits of a waterfront location in terms of leisure and recreation, as well as the provision of natural habitats and effective flood defences. New development on the waterfront should address the River Leawaterways positively to create an attractive waterfront environment, as well as addressing each other in a coherent and complementary way. In addition, Any waterfront development should respect and enhance natural habitats, and consider opportunities to enhance the ecology and biodiversity of the area. Any development that affects a watercourse will need to consider flood risk including defences. Flood defences are a fundamental requirement for areas at risk from flooding and should be considered along with flood mitigation and compensation measures, and accommodate appropriate flood defences.

4.3.18 Designing out crime

Good design of buildings and their relationship with the environment affects peoples' perception of an area, as well as the opportunity for anti-social or criminal behaviour. Active frontages, a mix of uses and a high quality public realm will help ensure the optimum level of natural surveillance. ~~In addition, New development should be safe and secure taking into account the objectives of have regard to Planning Policy Statement 1 – Delivering Sustainable Development, the DCLG and Home Office good practice guide 'Safer Places – the planning system and crime reduction' Circular 5/04 'Designing Out Crime' and the police initiative 'Secured by Design' which encourages crime prevention measures and provides best practice on security and design matters. Waterside development should have regard to the British Waterways & Metropolitan Police good practice guide 'Under Lock and Quay'. In addition, developers are encouraged to liaise with the Metropolitan Police Crime Prevention Team early in the design process.~~

4.3.19 Flood mitigation requirements

~~The majority of the Masterplan area lies within the flood plain of the River Lea complex, according to information provided by the Environment Agency. Therefore, flood mitigation measures will be required in the design of any underground structures, such as car parks. The extent of flood protection required usually covers a 1% chance of flooding in any one year, plus 20% for global warming. Flood risk assessments (FRAs) will be required to support any planning applications, and these should be prepared in accordance with Environment Agency policy and Planning Policy Guidance 25: Development and Flood Risk.~~

There are four sources of flood risk: fluvial, groundwater, surface and sewer flooding. According to information supplied by the Environment Agency, Tottenham Hale lies within the floodplain of the River Lee complex and is zoned as high flood risk (Zone 3), with the rest of the borough little or no risk (Zone 1).

Emerging PPS 25 requires adoption of a risk-based, sequential approach to development in the floodplain, with the overall aim of steering all new development to Zone 1. Vulnerable land-uses should only be considered appropriate in Zones 2 or 3 where:

- the requirements relating to Flood Risk Assessments (FRA) are met,
- the residual risks of flooding are assessed and managed and,
- where appropriate, the Exceptions Test is passed.

Where no lower risk sites are available, there are four criteria to be met in order to provide safe development, which are:

- the development contributes to Sustainable Communities and sustainability objectives,
- it is on brownfield land where possible,
- the flood risk assessment indicates the risk is 'acceptable', and,
- it contributes to reducing or managing risk.

A Flood Risk Assessment (FRA) will be required for any development site that falls within Flood Zones 2 and 3. A full FRA should identify and address flood mitigation measures, flood compensation and safe, dry access and egress. An FRA which addresses the risk of flooding from surface water run-off will also be required for any development site greater than one hectare, including those in Flood Zone 1.

A preliminary drainage design strategy should be carried out at the outset to identify the options for the design of the surface water drainage system, and how it will affect the site layout. This should include:

- SuDS,
- surface water discharges being reduced to the greenfield runoff rate,
- accommodation of any storm event up to the critical duration 1 in 100 year storm event for the site without the flow balancing system being bypassed.

Any development in the functional floodplain or inappropriately defended floodplain should be wholly exceptional. Bridge design should meet the Environment Agency standard requirements and require Land Drainage Consent. Proposed development must have regard to PPG25 and the emerging PPS25, as well as the relevant policies in the UDP.

4.3.20 Sustainable Design and Construction

To reduce the environmental impact of development proposals and mitigate against climate change impacts, proposals for the Tottenham Hale area should fully integrate principles of sustainable design and construction. Proposals will be expected to achieve high sustainability standards, and incorporate innovative design, technology and construction solutions to climate change challenges. ~~Key areas of action. These will include measures to:~~

- Reduce energy use and CO2 emissions by way of energy efficient systems and technologies, and innovative design
 - Reduce dependency on fossil fuels by using renewable energy systems
 - Conserve and enhance the natural environment and biodiversity
 - Promote water conservation
 - Reduce the impact of noise, pollution, flooding and microclimatic effects
 - Implement measures which include SUDS principles
 - Improve resource efficiency and promote sustainable waste behaviour including use of sustainable materials, and design and construction solutions to reduce waste.
- ~~3. Energy saving and use of energy efficient systems for reducing energy use and CO2 emissions~~
 - ~~4. Use of renewable energy to reduce dependency on fossil fuel~~
 - ~~5. Efficient water use~~
 - ~~6. Sustainable Urban Drainage Systems~~
 - ~~7. Use of materials, techniques and measures to reduce waste and improve resource efficiency~~
 - ~~8. Protecting and enhancing biodiversity~~

Use of Sustainability Checklist and Energy Statement will be required to demonstrate good practice, and adherence to the Mayor and Haringey Council's policies on sustainability, and energy efficiency and climate change. The expectation is Ecohomes / Breeam Excellent rating for 100% of all developments in the masterplan area and 10% renewable energy use on site.

4.3.21 **Public art**

Innovative public art in new or existing schemes adds diversity to the borough and to individual developments, whether on-site or in the immediate vicinity. Careful integration of art within a development and linking it to the public realm has advantages for developers, users of the facility and for passers-by. Public art can enhance a building and its environs by promoting local character and identity, by making a development more user-friendly and thereby increasing its prestige, by being part of an urban design strategy and helping to promote further improvements to environmental quality and by assisting long-term urban regeneration. The appropriate use of public art will be supported within the Tottenham Hale Urban Centre.

4.3.22 **Tree planting**

Trees can contribute positively to landscape character, carbon dioxide fixing, nature conservation, urban open space and the provision of natural shading in sunny conditions. In developing within the Tottenham Hale Urban Centre, due regard must be given to the preservation of existing trees and tree masses, and ensuring that the number of trees is increased overall.

4.3.23 **Existing buildings**

Existing buildings are a key element of successful place-making. The re-use of existing buildings in the Urban Centre may be possible / desirable, depending on their quality.

4.3.24 **Archaeology**

A number of sites within the masterplan are located within designated Areas of Archaeological Importance. The Council will consult with, and be guided by, the Greater London Archaeological Advisory Service on the archaeological implications of development proposals in these areas and in the vicinity of known find locations. UDP Policy CSV8 will be applied strictly in these areas. Detailed guidance is set out in the Council's Conservation and Archaeology SPG2.

4.3.25 **Inclusive design**

A truly inclusive society demands an environment in which a diverse population can exist harmoniously and where everyone, regardless of disability, age or gender can

participate equally and independently, with dignity and choice. The design, construction and management of the whole range of buildings, spaces and places is a fundamental part of this. All new development should meet the highest standards of accessibility and inclusion. Proposals should include a Design and Access Statement showing how the principles of inclusive design, including the specific needs of disabled people, have been integrated into the proposed development, and how inclusion will be maintained and managed. Detailed guidance is set out in the GLA's SPG on creating inclusive environments and in Haringey Council's SPG4 'Access for All'.

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5. URBAN FORM

5.1 INTRODUCTION

5.1.1 The following drawings illustrate how the Masterplan proposes to turn an urban area which is low density, fragmented and disjointed, into a new urban area which is of a fine grain and with a human scale, with clear, understandable connections within and between the different development sites. This section also sets out the building typologies that will help to create a sustainable new urban centre at Tottenham Hale. AMEND FIG8 REPLACE WORKSPACE SHEDS WITH WORKSPACE UNITS

Fig 8 Existing building footprints

Fig 9 Proposed urban blocks

Low density, low level development with uncoherent street pattern and poor definition of edges. Turn its back to the valley. Station is on the edge of the local area.

Framework for medium and high density development with legible street pattern and flexible urban blocks. Embraces the valley. Station is at the heart of the local area.

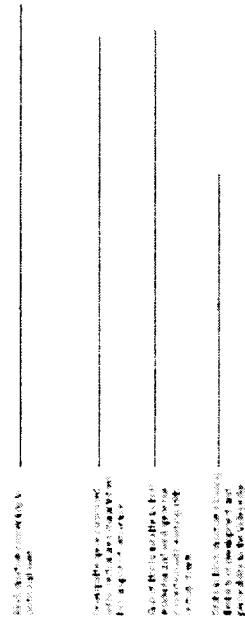
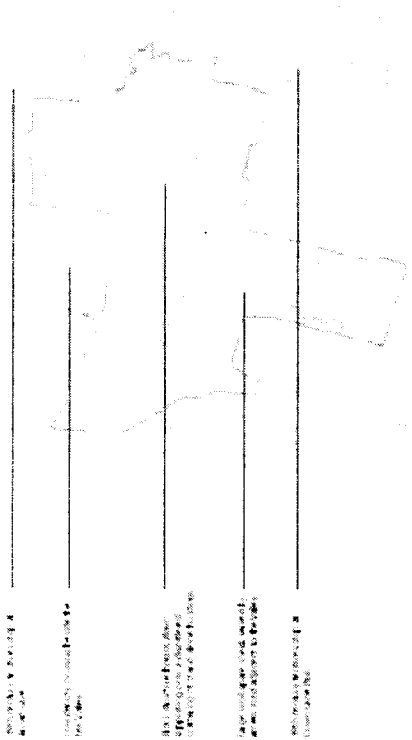
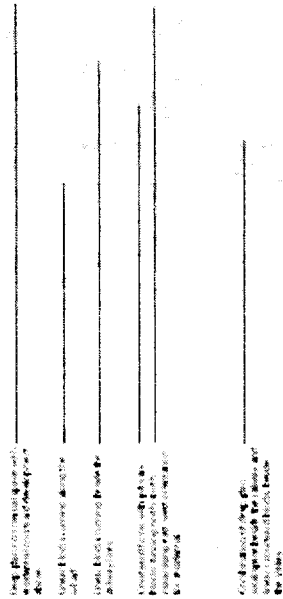


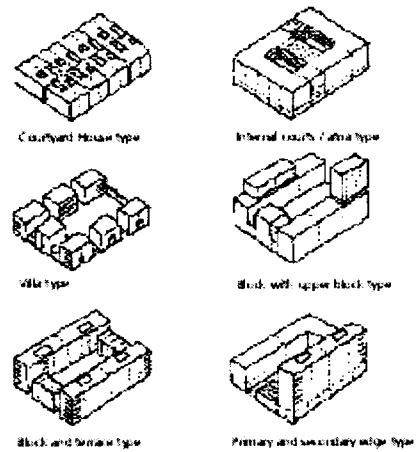
Fig 10 Building typology

The potential for a mix of courtyard linear and deep plan buildings with a clear hierarchy of fronts and backs and ordinary and extraordinary parts.



5.2 Blocks with buildings at the perimeter

5.2.1 A number of development plots in the Masterplan are illustrated with built form located primarily at the perimeter. The 'courtyard' type offers an effective, tried and tested urban form. It is also a very flexible format for development. There are many ways in which to arrange the building massing around the perimeter and to make use of the centre of the block. Car parking could be located typically one level or half a level below ground leaving the ground floor level free for gardens, forecourts, working yards or service areas. Designers can explore alternatives to the 'courtyard' type that also provide a strong built perimeter to the urban block. The diagrams show a number of types that may be appropriate for consideration by designers. In each case, the location and use mix of a block will determine, largely, whether a particular approach is more or less appropriate. The primary orientation for the residential buildings in the illustrative schemes is east-west. This offers both morning and evening sun to dual-aspect dwellings, with Valley views to one side and town views to the other. The building 'grain' generated by this primary orientation is reflected in the geometry of development plots and should be a key characteristic of built form in the Tottenham Hale area.



6. PUBLIC REALM FRAMEWORK

- 1. Station Square
- 2. Ashley LinkPark
- 3. Lea Valley Waterfront
- 4. Ferry Lane
- 5. Retail Park
- 6. Monument Way

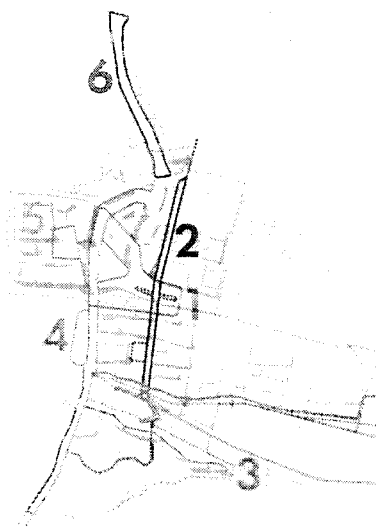


Fig12 location key for public realm projects

6.1 INTRODUCTION

6.1.1 The public realm is the network of streets and public places which connects the various sites within Tottenham Hale. Public open spaces are essential to the success of the new urban centre, creating focal points, meeting places and venues for public activity. Public space in Tottenham Hale must be of the highest quality possible in order to re-establish the area's image and identity, a good example being the area outside of Tottenham Town Hall. There are a number of key projects required to affect that transformation, which can be delivered through new development and strategic projects.

6.2 Station Square

6.2.1 The new transport interchange at Tottenham Hale will provide a focal point at the heart of the new urban centre, as well as making public transport more attractive to existing and potential passengers. It is proposed that the existing mini-gyratory system is removed, thereby opening up a public space and providing development opportunities on the peninsular site.

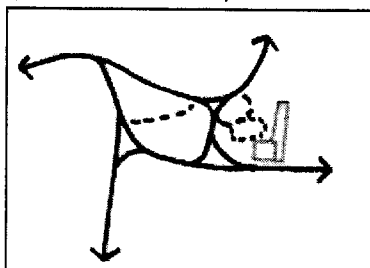


Fig13 existing gyratory prohibits development and provides a poor pedestrian environment

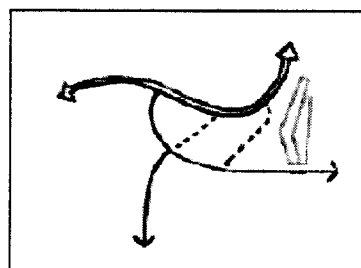


Fig 14 proposed traffic junction opens up public space and development opportunities on the peninsular site

The Station Square will be formed of four parts: station forecourt, bus interchange, forecourt of the mixed use building and the forecourt of the retail centre on the south side of Ferry Lane. Each part provides opportunities for engagement with the uses of the building for which it creates the setting. The landscape design of the space should however be approached as a totality with each part contributing to the legibility of the whole. Pedestrian and wheelchair access should be seamless as should connections to other parts of the masterplan area. The elements of the bus interchange and the retail forecourts should therefore be designed to make a positive contribution to the public space as a whole.

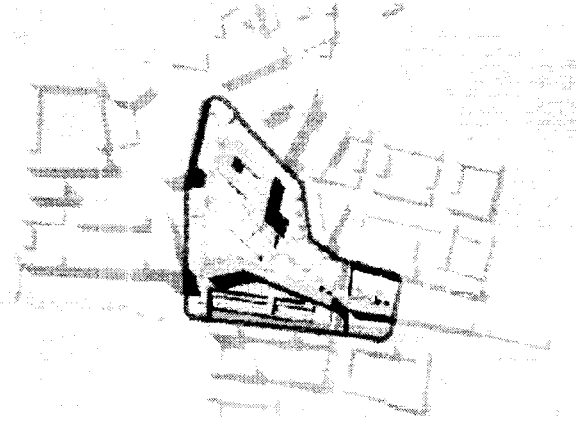
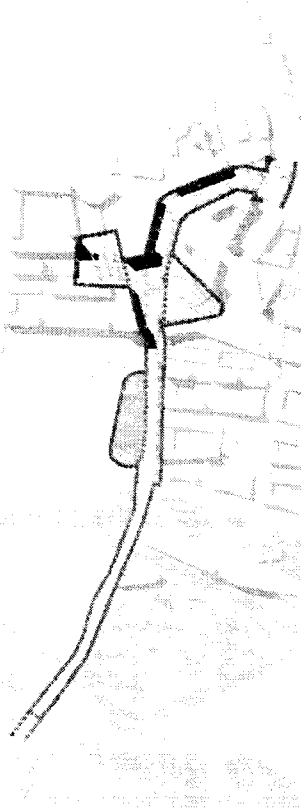


Fig 15 Station Square public realm project

6.3 Ferry Lane / The Hale



6.3.1 Ferry Lane is the primary east-west route through the area, leading from Tottenham High Road in the west to the borough of Waltham Forest in the east. At present, Ferry Lane is purely a functional route, and the pedestrian environment is dominated by the vehicular traffic, particularly towards the Hale and the gyratory system. It is proposed that Ferry Lane will become the central spine of Tottenham Hale, providing an attractive pedestrian environment and linking a series of key destinations. At its western end, Ferry Lane becomes the Hale. The Hale is currently part of the gyratory system and is fronted by two four-storey blocks of flats, a small row of retailers, the White Hart public house, and the rear of Pizza Hut and Blockbusters on the Ferry Island Retail Park. As such, it lacks a sense of identity as well as an easily understandable route to the station or the main retail centre. It is envisaged that the Hale will become a Broadway-style street, which sustains a mixture of uses whilst fulfilling its transport function. The Ferry Lane street environment will be lively and animated by active frontages as it passes by the station square, retail centre and GLS site. As it leads towards the reservoirs and Lea Valley, a range of soft landscaping improvements along Ferry Lane should reinforce the identity of the Lee Valley Regional Park, complementing the new pedestrian and cycle links introduced by the Ashley Park green Link

Fig 16 Ferry lane public realm project

6.4 Lea Valley Waterfront

6.4.1 The Lea Valley waterfront is Tottenham Hale's strongest natural asset and there are many opportunities to improve safe public access to the water and to introduce a range of leisure uses. A core aim of the Masterplan is to improve access to the Lee Valley Regional Park at Tottenham Hale, for the existing residential community, new residents moving into the area, and for those living within a wider north London catchment area. Whilst one component of this strategy is to create more east-west links across the study area (see Ashley Link Park), another important component is the development of the River Lea Navigation Channel waterfront to provide a high quality public environment, further leisure opportunities for the local community, and new residential units. The River Lea waterfront development could include a visitor and interpretation centre for the Lee Valley Regional Park, new development to the east along Hale Wharf. The creation of a new public realm tow path along the eastern edge of Hale Wharf will provide an area for people to enjoy the waterfront location and the retail and leisure offer that will be located there, with potential to incorporate a high quality market and café type uses spilling out into the space. There is also potential for combined workshop and showroom units along the waterfront at Hale Wharf. A high quality bridge, perhaps sculptural in form, should link the GLS site to Hale Wharf and beyond. Any proposed development that affects a watercourse will need to consider flood risk, including defences as well as opportunities to enhance the ecology and biodiversity of the area.

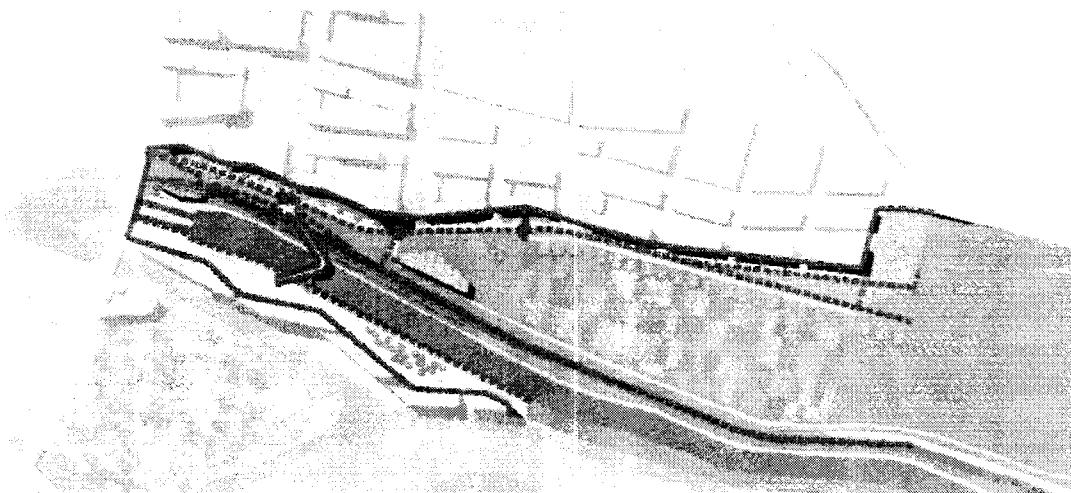


Fig17 Lea Valley Waterfront public realm project

6.5 Ashley Park Green Link

6.5.1 One of the key issues identified in the Tottenham Hale area is the lack of east-west permeability, that is, how the design of the area affects where people can and cannot go. There are substantial barriers to movement created by the railway lines and Watermead Way, which fragment the area and limit wider access to the Lee Valley Regional Park. To improve east-west pedestrian permeability and to bring the park into the heart of the new community, a significant intervention is proposed. Ashley Link Park is a green link that extends Chesnut Road for pedestrians eastward towards the waterfront, connecting to the proposed footbridge across the river to Hale Wharf. Ashley Link Park will be a wide, pedestrian and cycle-only green link which ramps up to a high level to cross Watermead Way, and provides the potential for access to a high level entrance to the station before continuing across the railway lines to the redeveloped GLS site where it connects with a new public square at the heart of the new mixed-use development. Ashley Link Park will become an important feature in the new landscape of Tottenham Hale and will be an instantly recognisable landmark

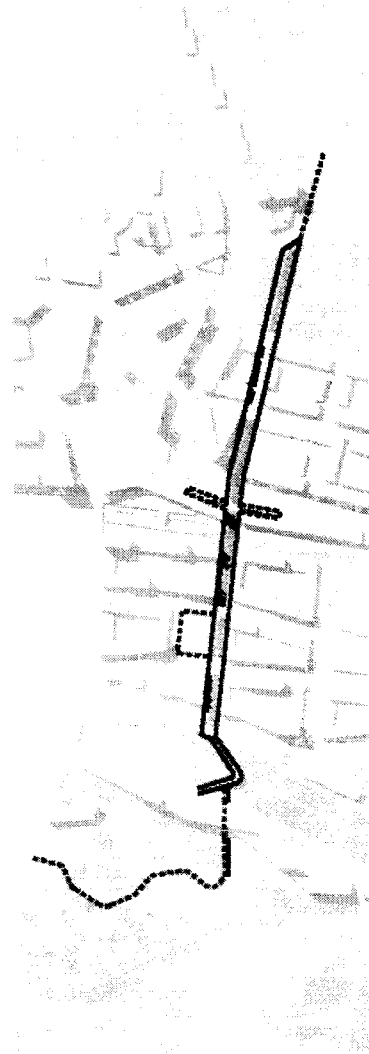
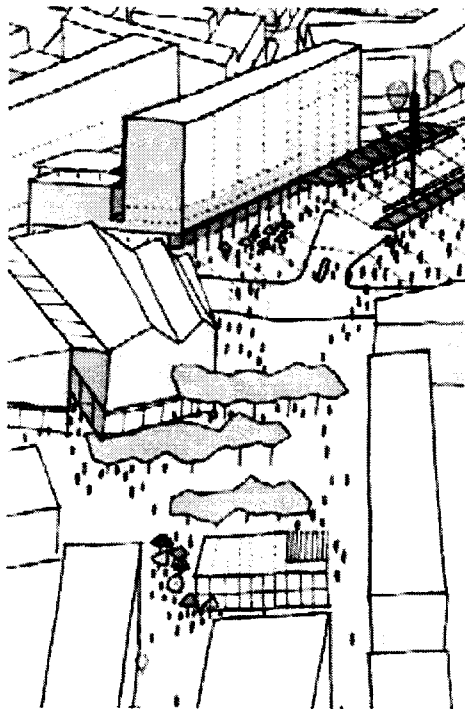


Fig 18 Ashley Link Park public realm project

6.6 Retail Centre

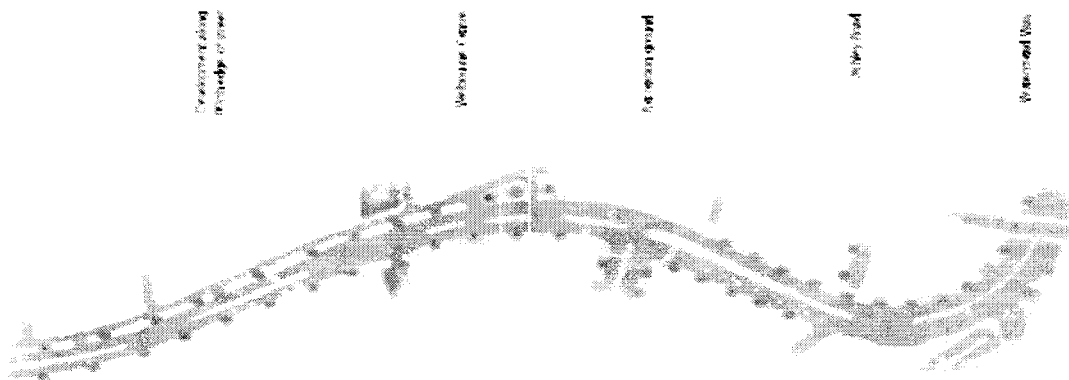


6.6.1 The urban centre is formed of two interconnected public spaces; the Station Square and Retail Centre, which are located on either side of Ferry Lane. The existing retail park will become a higher quality location, with a more diverse range of goods, including convenience shopping. As phased redevelopment is undertaken, the retail centre will provide a wider, more varied, offer of goods for the existing and new communities than currently exists at Tottenham Hale. On the existing retail park site, it is envisaged that the units for higher quality retailers will be developed on the northern edge, with a central retail square to the south. This public square would provide a focus for the retail park and establish a human scale and arrangement of buildings, with clear, easily understandable routes linking it to the station square. The retail centre would provide active ground-floor frontages to the Hale and Ferry Lane and would connect the existing communities to the west of Tottenham Hale to the new development.

Fig 19 illustrative sketch of the retail centre looking north towards station square

6.7 Monument Way

6.7.1 Monument Way is currently part of the one-way gyratory system, distributing traffic from Tottenham High Road towards the Hale. It has been described as a 'race track' because of the heavy volumes of fast flowing traffic which creates a dangerous environment for pedestrians and cyclists, with few active frontages. Whilst the Gyratory is technically outside of the Masterplan study boundary, its future will be crucial in creating investor and developer confidence, attracting inward investment and forming a safe and civilised public and private transport highway network. Following studies commissioned by TfL, and TfL's analysis of the various options, the Mayor of London supports the return of the gyratory to two-way working, which will enhance the east-west connections and further promote the seamless integration of the existing and new communities.



7. KEY DEVELOPMENT SITES

7.1 INTRODUCTION

7.1.1 Six key sites make up the Tottenham Hale Urban Centre area. Taken together, they represent a major opportunity to create a thriving, sustainable urban centre, providing more than 2,500 new homes and a substantial number of jobs, which maximise the area's exceptional locational advantages.

7.2 INDICATIVE PHASING

7.2.1 It is important that development of the key sites is phased carefully to ensure minimal disruption locally, enable new development to benefit from infrastructure improvements, and to avoid over-supply of specific land-uses. It is anticipated that development will take place in the following sequence:



Fig 20 Indicative phasing of development (amend drawing in respect sites 1 & 2 and colour petrol station site as part of Hale Wharf)

Site 1: ~~Hale Wharf~~ Former GLS Depot

Site 2: ~~Former GLS Depot~~ Hale Wharf

Site 3: Ashley Road area

Site 4: Station Interchange

Site 5: Tottenham Hale Retail Park

Site 6: High Cross Housing Estate

7.3 ~~SITE 1~~ HALE WHARF (this will become site 2)

Site area: 1.67 ha

Landowner: British Waterways

Proposals:

- Residential-led mixed-use scheme
- New commercial floorspace
- Community centre
- New public space
- Bridge links

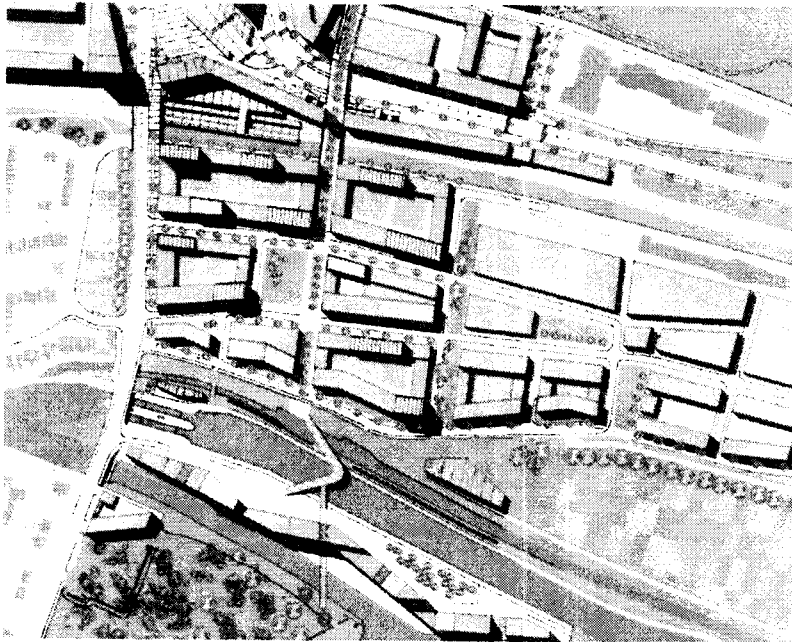


Fig 21 illustrative plan of Hale Wharf and GLS site

7.3.1 Site character

Hale Wharf and the former GLS Depot are two of the highest profile sites within the Tottenham Hale area. Taken together, they have the potential to become a high-quality, mixed-use neighbourhood, which maximises the asset of the River Lea, and Tottenham Hale's exceptional public transport facilities.

- 7.3.2 Hale Wharf presents a unique opportunity to contribute significantly to the regeneration of Tottenham Hale, through the provision of a new mixed-use development, with improved access to the waterfront and a new public space along the eastern bank of the River Lea. Hale Wharf forms an edge to the Lea Valley and will become a landmark for the area, providing local orientation and an important and distinctive destination for the area. It also plays a vital role in creating an identity for Tottenham Hale, as it will form the visual gateway to the area for those arriving from the London Borough of Waltham Forest in the east. The reservoirs and marshes form part of the Lee Valley Regional Park. The area is of ecological significance, much of which is covered by the Green Belt designation and has recreational and environmental benefits for the wider community. Therefore, any proposed development which interfaces with this setting must reflect its unique position through sensitive use of urban form and character

7.3.3 Mix of uses

At Hale Wharf, the configuration and location of the site provides a unique opportunity to create a high profile development, accommodating a mix of retail, leisure and workspace on the wharf site, with residential units on the upper floors. There is potential for the renovation or redevelopment of the lock-keepers' cottages at Tottenham Lock, to form a restaurant/café destination, with a possible bridge connection over Pymme's Brook to the north. On the western side of Hale Wharf, a continuous public ~~space~~ ~~to~~ ~~way~~ ~~at~~ least four metres wide, could be provided, with the potential for a waterfront public space north of the development which could be used for leisure activities such as a weekend arts and crafts or farmers' market and outdoor café life. It is suggested that development along Hale Wharf should be subdivided into blocks to achieve permeability and to create visual and pedestrian access to water and open space through breaks in the built form.

- 7.3.4 An important component for the success of the Lea Valley waterfront development as an attractive visitor destination and leisure opportunity is the provision of a city farm or interpretation centre by the water's edge, just south of the existing allotments. This centre should be of a distinctive and sensitive design, with minimal impact on the environment, and designed to act as a gateway to the Park, as well as a self-contained facility.
- 7.3.5 The opportunity exists to create a building of exceptional quality on the former petrol station site at the corner of the Paddock and Ferry Lane. This prominent site provides the ideal location for a development that showcases 'green' or sustainable design best practice, in line with the Mayor's request that each borough should establish at least one renewable energy project. Development proposals will require special architectural consideration, due to the location of the site within the designated Green Belt, and its sensitive position adjacent to green open space and a nature reserve. Therefore, any development on this site must be consistent with its high-profile location, in terms of quality and relationship with the public realm, whilst fully respecting its character and possible impact upon the openness of the Green Belt. Any appropriate re-use must accord with PPG2 and UDP Policy OS1A.
- 7.3.6 **Links**
As Hale Wharf is surrounded by water and accessible only from the south on Ferry Lane, it is essential that the open spaces in this location are publicly accessible, and gated developments are to be avoided. It is therefore recommended that a new footbridge, compliant with the Disability Discrimination Act (DDA) 2005, be constructed connecting the green link park from the GLS site to Hale Wharf, which maybe of a sculptural form defining the threshold between the urban waterfront space to the south and the widening valley landscape to the north. ~~In addition, there is potential for a further footbridge connecting Hale Wharf to the Paddock nature reserve.~~ Development on Hale Wharf should be designed carefully to allow permeability with routes and views from the River Lea to the Paddock, and reservoirs beyond. An important objective of any new development at Hale Wharf should also include the creation of safe access to the waterfront.
- 7.3.7 **Frontage**
The buildings on Hale Wharf have the potential to create a distinctive landmark and local point of reference for those traveling between Tottenham and Blackhorse Lane. The linear grouping of buildings should be of exceptional quality with a coherent but varied architectural design for individual blocks, to create a fine grain, interesting townscape and dynamic roofscape. Buildings should relate positively to, and reflect the character of the wharf and the reservoirs. Frontages should strike a balance between providing a strong sense of enclosure to the wharf space, a strong edge to the reservoirs whilst allowing views through the Paddock and the waterscape beyond. Development at Hale Wharf should permit glimpse views of the reservoirs for new residents at the GLS site. Hard landscaping materials used throughout should be of the highest possible quality.
- 7.3.8 **Building lines**

On Hale Wharf and the former petrol station site, it is important to emphasise that build lines should be adhered to, in order to ensure consistency of frontage along streets and public spaces. Buildings should be animated and ordered by front doors and openings between parts at regular intervals, to create permeability, interest and access to views from the public realm.

7.3.9 Parking

Private residential parking to be accommodated beneath buildings or landscaped decks and screened from public realm. There is potential to exploit level differences at Ferry Lane to create parking/service area at lower level away from streets. Underground parking and ventilation grilles on this site should be carefully designed to avoid any negative impact on the public realm. Measures to reduce car-use will be required, as expressed in the General Development Principles Chapter.

7.3.10 Water safety

New safety provision should be provided as part of any development proposal, and accompanied by a risk and safety assessment.

7.3.11 Sustainability

Development should include measures to conserve energy, materials, water and other resources. Designs must make the most of natural systems, both within and around the building, reduce the impacts of noise, pollution and micro-climatic effects and the impact on flooding, ensure that the development is comfortable and secure for users and conserve and enhance the natural environment, particularly in relation to biodiversity. All buildings will be designed to incorporate energy-efficient fabric and systems

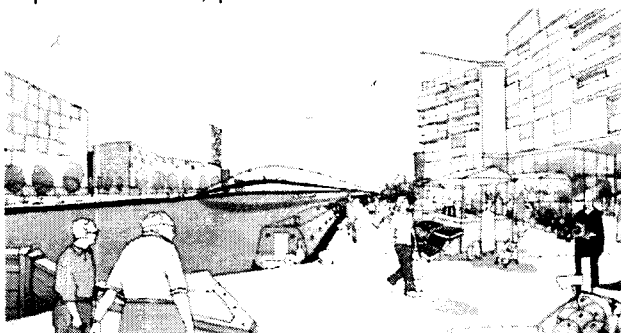


Fig 22 creation of a new ~~town~~ public space along the eastern edge of the waterfront will provide a new public space by the waterfront

7.4 **SITE 2 - FORMER GLS DEPOT SITE (this will become site 1)**

Site area: 4.76 ha

Landowner: Lee Valley Estates

Proposals:

- Residential-led, mixed-use scheme including health, education, retail, hotel, offices, and student accommodation

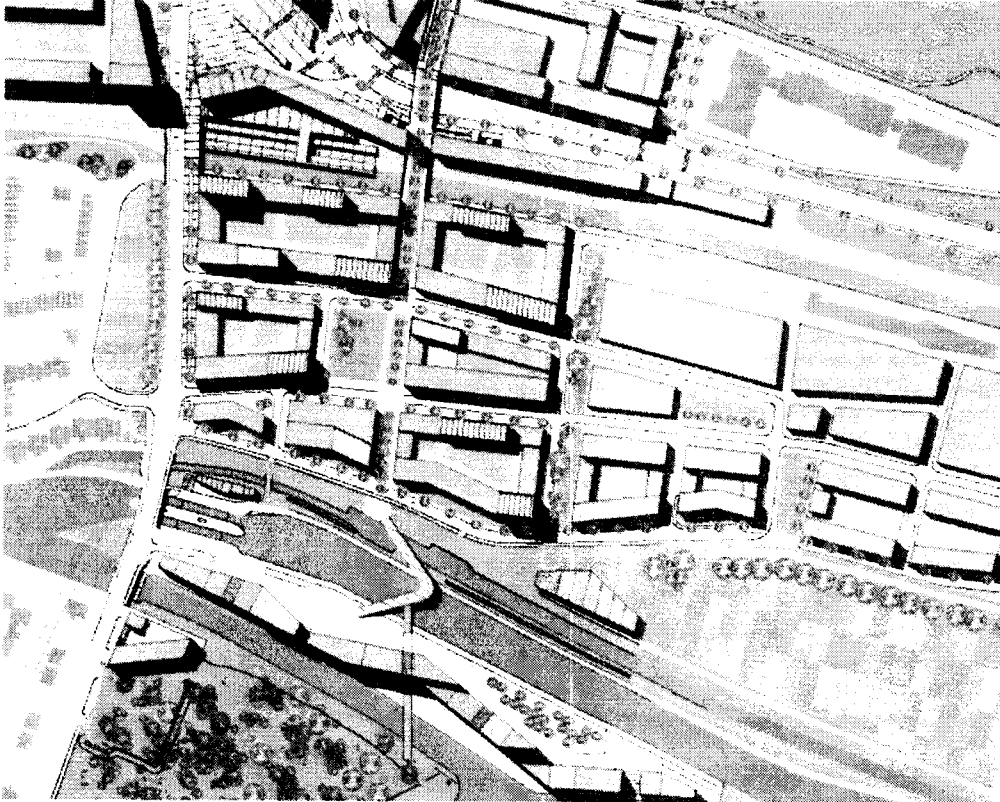


Fig 23 illustrative plan of Hale Wharf and GLS site

7.4.1 **Site character**

The former GLS Depot is occupied currently by a number of light industrial and warehouse units. The site is located adjacent to Tottenham Hale Station and is exceptionally placed to deliver new mixed-use development which is extremely well connected to the new public transport interchange, the retail centre, the waterfront and Lee Valley Regional Park via the proposed Ashley LinkPark. It will also benefit from its frontage along Ferry Lane as the central spine for the new urban centre.

7.4.2 Between the GLS Depot site and Tottenham Hale Station lies a strip of land which is currently designated as an Ecologically Valuable Site of Borough Importance Grade II, and adjacent to the railway corridor safeguarded for future twin-tracking proposals to segregate local and fast trains. It should be noted that development on this narrow strip will only be permitted if a detailed ecological survey is undertaken, and the results show it has limited ecological value; or an equivalent or larger area of land is made available and planted to provide an ecological asset within the overall development proposal. Any development which is permitted should include proposals for enhancements to adjacent green open spaces or the provision of new green open spaces in adjacent areas.

7.4.3 **Mix of uses**

The former GLS Depot site could become a high density, mixed-use community with residential, including student accommodation, employment, community uses and local retail, with good connections to the Ashley Road area via the Ashley Park green

Link. Due to the excellent connectivity of Tottenham Hale Station there is also potential for a hotel to be located on this site, with strong frontage to Ferry Lane and with good local visibility. In parallel with this, it is important that new development creates a strong, positive frontage to Ferry Lane, with pavement widening, tree planting and enhanced hard landscape finishes. There is scope for active workspace/shopfronts or community uses at ground level with some potential for retail along Ferry Lane and in the southernmost section of the site.

7.4.4 At the heart of the site, it is proposed that there is an enclosed urban green space, Chesnut Square, ~~linking to~~ connecting with Ashley Link Park. This square could be a landscaped public open space with childrens' play facilities, and defined by strong active edges. One edge of the square could be ideally suited to the provision of an educational use, such as a primary school. The south facing block has potential for café/restaurant use with sunny terraces on the edge of the park. To the north of the site, a new public open green space, Brook Park, is proposed on the banks of the existing watercourse, which should be naturalised. Residential development on the GLS site should take advantage wherever possible of overlooking green spaces, the Lee Valley Regional Park, the River Lea and the reservoirs beyond.

7.4.5 **Links**

A key feature of the GLS site is the new 'green link' which is proposed to connect the site to Tottenham Hale station and the Ashley Road area, creating east-west connections across the area. The new ~~'green link' or bridge, known as Ashley Link Park~~, will provide a direct link over the railway, thereby offering potential connections to the station, and from the station to the waterfront; two of the most important locations within the area.

7.4.6 Any development at the GLS site must take advantage of the site's proximity to the River Lea Navigation Channel and Lee Valley Regional Park. This may be achieved by setting back buildings from the line of Mill Mead Road to create linear garden space along the eastern edge, ensuring active frontages and a strong relationship with the park and the water. It is also important that any new development at the GLS site should provide safe access to the waterfront.

7.4.7 It is of primary importance that a public network of streets and open spaces should be provided on the GLS site, and that east-west connections between the retail centre, station interchange and Lee Valley Regional Park should be strengthened.

7.4.8 **Frontages / Building lines**

Development on the GLS site should seek to reinforce the importance of Ferry Lane as the central spine through the area. The building frontage on Ferry Lane should be set back from the street, strong and with a consistent building line to create urban enclosure and a good environment for pedestrians. New development should be complemented by high-quality, hard landscaping. All development along Ferry Lane should contain active frontages.

7.4.9 There is potential for family homes to be located along the east-west routes within the GLS site, with the front doors leading on to these smaller streets, or on to the new park. A fine urban grain and variations in height and use type will be encouraged, as will green roofs for lower level blocks, to enhance the environmental sustainability of the development. The building line along Mill Mead Way should be cranked in order to create locally focused and sheltered open spaces, with garden edges.

7.4.10 At the heart of the site is Chesnut Square, where a strong frontage could be provided by an educational use, for example a primary school, addressing one edge.

7.4.11 **Parking**

Private residential parking could be accommodated beneath buildings or landscaped decks and screened from the public realm. There is potential to exploit level differences at Ferry Lane to create parking/service area at lower level away from

streets. North-south streets in Hale Village could provide some on-street visitor parking. Details of screening and parking ventilation and section to public realm must be given consideration. Measures to reduce car-use will be required, as expressed in the General Development Principles Chapter.

7.4.12 **Sustainability**

Development should include measures to conserve energy, materials, water and other resources. Designs must make the most of natural systems, both within and around the building, reduce the impacts of noise, pollution and micro-climatic effects and the impact on flooding, ensure that the development is comfortable and secure for users and conserve and enhance the natural environment, particularly in relation to biodiversity. All buildings will be designed to incorporate energy-efficient fabric and systems.

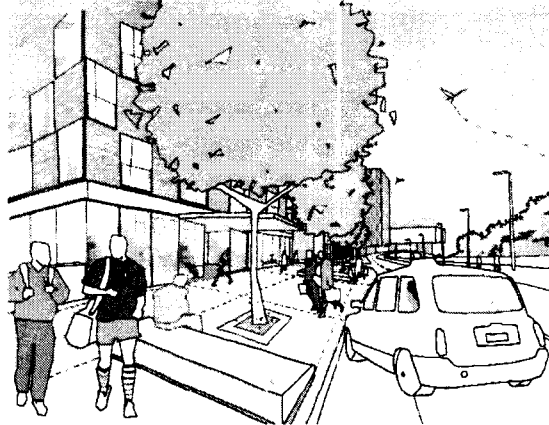


Fig 24 indicative view of active frontage proposed for the former GLS site

7.5 SITE 3 - ASHLEY ROAD AREA

Site area: 3.4ha (approx)

Landowner: Several, including Cannon Street Jersey Fabrics, BP Oils, Cannon Advent, PWL Holdings Ltd

Proposals:

- Employment-led mixed-use scheme including workspace and residential along with community / health facilities and potential for shopfront/workspace and live/work units
- Continued focus on employment uses, including new low-cost workspace units
- Creation of east-west linkages with the new Ashley Park
- Enhanced pedestrian and street environment on Ashley Road
- Improvements to the southern section of Down Lane Park

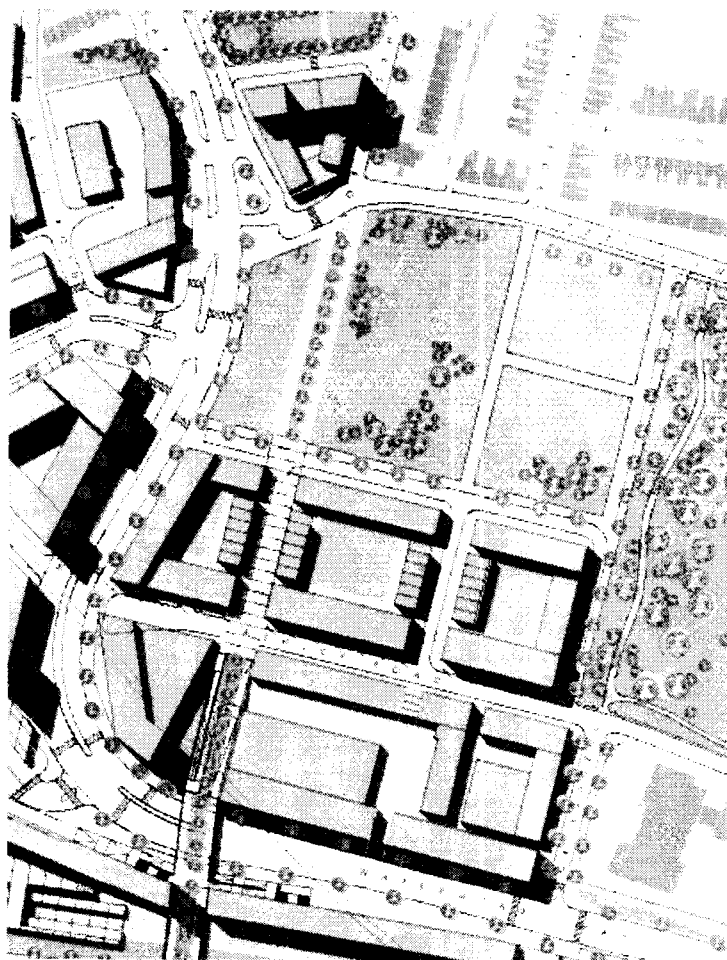


Fig 25 illustrative plan of Ashley Road area

7.5.1 Site character

The area around Ashley Road is a long-established employment location, the importance of which is recognised in the Mayor's London Plan. The area is characterised by a mixture of light industrial units, such as those at Liteworks / Berol House and green open space at Down Lane Recreation Ground. The Ashley Road area is in a prominent location, adjacent to the station interchange and retail centre. It is envisaged that proposals for the area will take advantage of its successful employment-based role, with the introduction of a new, complementary mix of uses, which will include a residential component. This will help to create a neighbourhood and community focus, centred around an enhanced urban green space with a focus on children and families and proximity to the Down Lane Recreation Ground. The vision for the Ashley Road area also includes the extension of Chesnut Road

eastwards, leading into the new Ashley ~~Link Park green link~~. The area has the potential for some family-oriented development, in terms of access to recreation and community facilities and in the types of homes created.

7.5.2 **Mix of uses**

It is envisaged that the Ashley Road area will include a number of community or health type uses such as an enhanced Welbourne Community Centre and adjoining community garden, and an enhanced Down Lane Recreation Ground. Facilities at the improved recreation ground could include new youth facilities and a new children's playground. A small parade of local shops could potentially be located at the eastern end of Chesnut Road before it meets Ashley Road to provide convenience goods for local residents. The area to the west of Ashley Road will become mixed-use, with a focus on residential accommodation in proximity to the recreation ground, with family housing considered appropriate opposite the park. Improvements to the fabric, and conversion/retention of Berol House to office use, will be encouraged together with additional mixed-use development which incorporates further employment uses. New, low-cost workspace shell units located between the rail corridor and Watermead Way will be supported. The Council will resist a reduction of employment floorspace within the context of any redevelopment proposal. Within mixed-use schemes, the balance of uses should not drive down the overall capacity for employment.

7.5.3 **Links**

As with the other key sites in the Tottenham Hale area, it is vital that the new development is integrated into the existing, surrounding urban fabric. Key linkages should include:

- extending Chesnut Road and Scales Road eastwards to meet Ashley Road to improve east-west connections between the High Road and the Lee Valley Regional Park;
- creating Ashley Link Park as a green pedestrian and cycle link, again to improve the area's east-west connections and reduce the severance created by existing infrastructure; and
- creating clear north-south connections between the station square and the Hale peninsular blocks and the new residential blocks south of Down Lane Park.

7.5.4 **Frontage**

Throughout the Ashley Road area, it is important that active street frontages are created to maximise opportunities for natural surveillance. It is also important that new residential development creates a strong sense of enclosure and neighbourhood character, by adopting a simple perimeter block structure, with clear differentiation between the fronts and backs of properties.

The prominent corner site currently occupied by the Welbourne Community Centre requires special architectural treatment, and there may be potential to incorporate residential units on the upper floors, and other facilities such as a health centre, to justify the delivery of a more substantial local landmark. The eastern side of the recreation ground between Chesnut Road and Scales Road should be a prominent residential frontage contributing to a strong sense of place. All residential development between the enclosed recreation ground and Down Lane Recreation Ground should seek to maximise the opportunities offered by views of the green spaces, and of east-west orientation. In accordance with its highly visible location, development along Watermead Way must be of good quality design.

7.5.5 **Building lines**

Building lines should be adhered to in order to ensure coherent street frontages and public squares

7.5.6 **Parking**

Residential private parking should be located within the build line and concealed from view. Capacity for on-street visitor parking should be provided. Servicing for commercial development should be provided off-street. On-site car parking provision should be assessed as part of a transport assessment. Measures to reduce car-use will be required, as expressed in the General Development Principles Chapter.

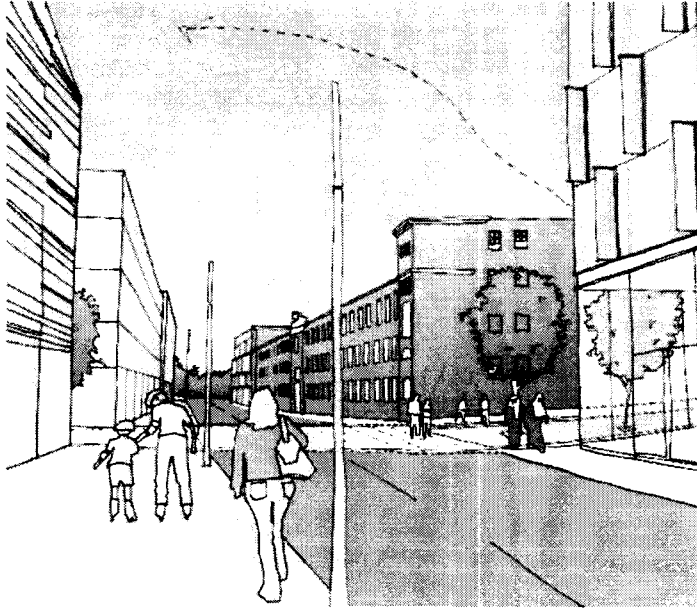


Fig 26 illustrative view of the revitalised Ashley Road area looking north toward Down Lane Park

7.6 SITE 4 - STATION INTERCHANGE

Site area: 3.2 ha (approx)

Proposals:

- New, enhanced station with potential for residential above
- Increased capacity for buses, new shelter, new layout
- Step-free interchange
- New taxi rank
- Retail A1/A3A1 - A5 potential
- New, high quality public space

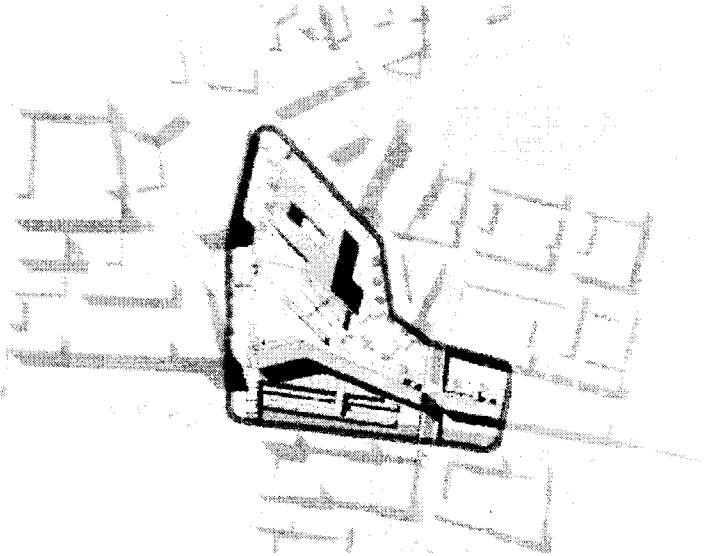


Fig 27 Station Square public realm project

7.6.1 Site character

At present, the physical environment that is encountered upon leaving Tottenham Hale Station is dominated by the overcrowded bus interchange area and the heavy volume of traffic on the gyratory system. The area lacks legibility for pedestrians and cyclists, and functions poorly as a gateway to the wider area. The interchange space itself and the act of changing between the different modes of transport, is inadequate and needs to be improved. It is proposed that the new station will be a state-of-the-art public transport interchange including a new station building and new public space with interchange facilities for buses and taxis. Replacement of the mini-gyratory road system with a new station square would be supported.

7.6.2 Mix of uses

- Potential for a new station building which includes ground floor retail / leisure / workspace with mixed-use commercial / residential building above the station functions
- A1 – A5 and A3 opportunities fronting the new Station Square
- Dwell space at the corner of Station Square

7.6.3 Interchange

The transport interchange at Tottenham Hale must be state-of-the-art, fully accessible by all users, future proof and able to accommodate the projected demand for bus, rail and underground services. The interchange also has an important role to play, not only as the hub of the new physical development at Tottenham Hale Urban Centre; but as a high – quality gateway into London for travellers arriving via Stansted International Airport from the capital cities and regional centres of the European Union and succession countries. The main objectives in relation to the interchange are:

- A larger, enhanced interchange with increased capacity for buses, underground, taxis and rail
- Direct intervisibility and efficient interchange between main public transport modes
- The physical segregation of public and private transport (particularly in relation to highway access) to minimise congestion problems
- Step free transition between modes, which particularly benefits disabled people
- Increased covered, secure cycle parking
- Increased taxi provision in the form of additional ranks
- Adequate stand and stop space for buses
- Clear signage and information
- Quality pedestrian approaches and waiting facilities
- Public space to allow for milling and orientation
- Active surroundings during the day and evening, and
- A secure and conspicuous interchange area

7.6.4 Station redevelopment

As a gateway into a major residential, employment, retail and leisure destination, the station must present a high quality image, as well as being fully functional, accessible and legible for users. The main objectives for Tottenham Hale Station are:

- Unobstructed pedestrian negotiation of all station elements
- An enhanced link from southbound platforms to the Victoria Line
- Direct access to the station to/ from Ferry Lane at grade level
- Provision of pedestrian and cycle links to GLS site and Watermead Way
- Provision of secure cyclist and cycle parking facilities and at the station
- Direct sight-lines and navigability within the station
- Orientation of exits to give widest catchment distribution
- Be future-proofed to cope with changes in services or demand patterns
- Step free access allowed, including to Station Square
- Station layout must be safe - no blind spots
- Station layout must operate efficiently - no duplication of facilities for staffing
- Allowance for PA system and CCTV requirements
- 'kiss and ride' facilities separated from the bus and taxi areas
- Considered future maintenance - whole life cost issues
- Clear agreements which identify Train Operators' areas of responsibility
- Provision of shared facilities, particularly ticket selling, and
- Provision of other facilities to improve upon the ambience

7.6.5 Station Square

The public square fronting the enhanced station will be at the heart of the new urban centre and gateway into the wider area, as such, it should fulfill the following broad objectives:

- enable effective, accessible interchange between different modes of transport
- provide an attractive convenience retail offer for commuters and local people
- encourage visitors to relax and enjoy the cultural uses expected to cluster around the square, and
- provide a strong sense of orientation and identity, connecting various local neighbourhoods and amenities at the High Road and Lee Valley Regional Park

7.6.6 Bus interchange

It is likely that existing bus routes serving Tottenham Hale will need to be enhanced in the future in order to serve the new urban centre and existing communities, and to increase the area's overall accessibility by public transport, as well as to ensure that development occurs in a sustainable manner. Further work will be required to determine the exact requirements at the detailed design stage, but should reflect principles including:

Development should include measures to conserve energy, materials, water and other resources. Designs must make the most of natural systems, both within and around the building, reduce the impacts of noise, pollution and micro-climatic effects and the impact on flooding, ensure that the development is comfortable and secure for users and conserve and enhance the natural environment, particularly in relation to biodiversity. All buildings will be designed to incorporate energy-efficient fabric and systems.



Fig 29 Indicative view of new interchange

7.7 SITE 5 - TOTTENHAM HALE RETAIL PARK

Site area: 4.55 ha

Landowner: Hermes

Proposals

- Long-term demolition and redevelopment for retail-led mixed use
- Improved frontage to Ferry Lane
- New central public square
- Clear linkages to the station and Broad Lane
- High quality pedestrian environment

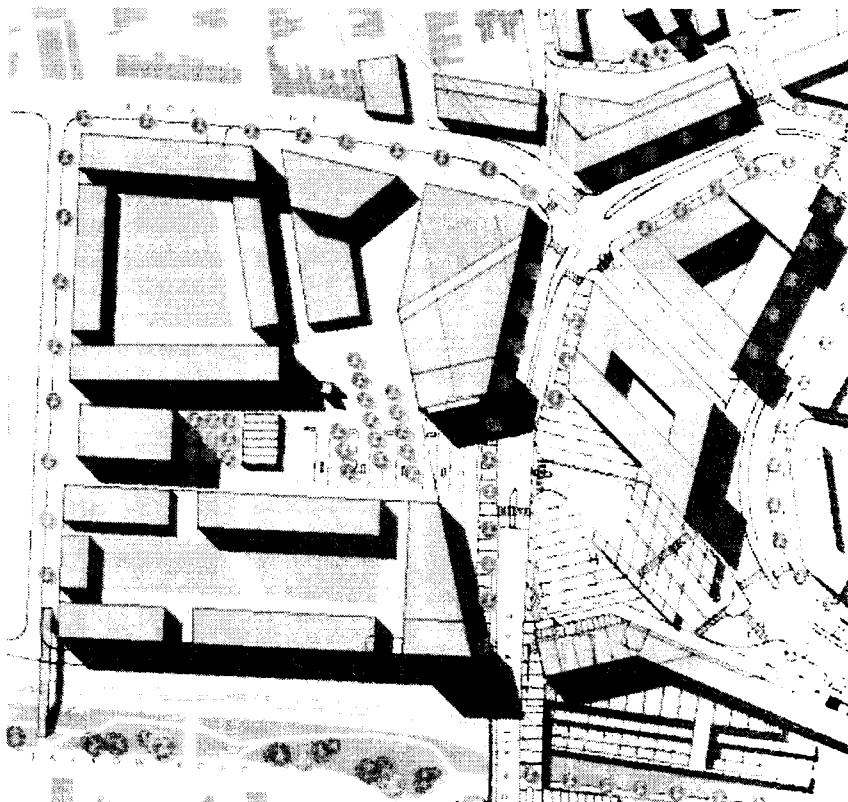


Figure 30 indicative framework for the retail park site

7.7.1 Site character

The retail offer at Tottenham Hale is currently focused around the Hermes-owned retail park which provides white goods, bulky household appliances and fast food in warehouse units, accessible mainly by car. The existing site presents a low-grade pedestrian environment; poor legibility of street network with a multiplication of through or access roads. There is a large, undeveloped area at the site centre, and low-rise buildings with staggered or broken frontages creating low quality street edges. There is a poorly landscaped car park area, which is difficult for pedestrians to negotiate. There is no permeability to the south of the site.

7.7.2 The retail centre will become a 'local hub' for existing and new communities, providing a range of higher quality retailers on the retail park and the Hale peninsular site (currently known as the Ferry Island Retail Park), and a convenience retail offer in the vicinity of the station square. The new retail centre will contribute to the new character of Tottenham Hale by providing positive frontage to Ferry Lane, and strong visual and pedestrian links to the station square.

7.7.3 Development – phase 1

The longer term vision for the retail centre envisages a significant redevelopment of the retail park with provision for higher quality retailing units on the northern edge, and ground floor retail units on the south, east and west faces of the Hale peninsular site. Given the length of a number of leases left to run on the main retail park, it is anticipated that the first phase of development could include an improved retail frontage to Ferry Lane and the public transport interchange. This would help to integrate the retail park more fully into the new urban centre whilst increasing its visibility from Ferry Lane and improving security at the retail park itself. Phase 1 of the development would also include improvements to the car park environment, whilst the southern retail units would remain as they are at present. The peninsular site would be developed with two mixed-use blocks comprising retail and workspace, in conjunction with changes to the road layout .

7.7.4 **Mix of uses**

The retail centre as a whole would provide a mix of A1 retail, workspace and possibly leisure, with some residential uses in the longer term. The Station Square would provide a focus for convenience retail. The Hale peninsular site would act as a centre of activity, with retail uses fronting the Hale and Station Square at ground level, workspace units fronting Hale Road at ground level, and a number of workspace units provided on the upper floors. These two densely developed blocks could support a wider mix of uses including studio/workshop space for creative industries, education, leisure and residential.

7.7.5 To the south of the Hale, the longer term vision for the retail park includes retail and leisure uses fronting Ferry Lane/The Hale, the remainder of the site split between residential and retail uses, focused around a central public space. This shopping square would provide a neighbourhood focus for new and existing communities and should include a childrens' play area and possibly retail kiosks and food outlets.

7.7.6 **Links**

To ensure that the retail centre is integrated seamlessly with the existing, surrounding urban grain, it is essential that there are clear linkages to and from existing and new development. On the redeveloped retail park site, direct visual and pedestrian connections to existing streets off Broad Lane should be provided to assist integration, and the southern edge of the retail park should allow connections to future development on the adjacent site. In addition, there is potential for a residential street to the south of the retail park site to connect with a new footbridge across the River Lee Navigation connecting to the Ferry Lane Estate and Lee Valley Regional Park to the east. The redeveloped retail park should include a central public square, with clearly legible routes leading to and from Broad Lane, south of the retail park, and north into the adjoining station square, as the heart of the new urban centre. The two densely developed, mixed-use blocks on the Hale peninsular site should also provide a clear, visual connection between Broad Lane and Ashley Road.

7.7.7 **Frontage**

The retail centre should be developed with active frontages wherever possible, and certainly on the southern edge of the shopping square in the redeveloped retail park, and the south and west faces of the station square. The western edge of the station square requires special architectural treatment and materials, and should present a strong, large-scale frontage to the square. Upon leaving Tottenham Hale Station, the first impression of the new urban centre will be influenced by the character of this building, and should, therefore, relate strongly to the station. The southern edge of the square is also important in forming a new identity for Tottenham Hale, and should present a strong frontage to Ferry Lane and the square. The prominent location of this façade means that the development of this block should occur preferably in Phase 1 to help solidify the nature of the new urban centre, and to set a benchmark for the quality of architecture and public space.

7.7.8 **Vehicle access and parking**

Parking displaced by Phase 1 development may be accommodated at upper level or beneath buildings using the advantage of the change in level between the Ferry Lane bridge and the current Retail Park service area. Deck parking to be screened from the street. The vehicle exit from Ferry Lane should be phased out, with the entrance to underground car park and service area from Broad Lane. Residential parking to be located under courtyard decks and screened at visible edges. There are opportunities for car free homes and car club schemes due to proximity to good public transport links.

7.7.9 Measures to reduce car-use

Cycle parking should be provided as a minimum in accordance with the parking standards contained within the revised UDP. The establishment of car clubs could be supported. Travel plans would need to be prepared. Guidance is to be found in SPG7c Travel Plans. Specific measures to reduce car-use are described in SPG7d Transport Assessments.

7.7.10 Building lines

Build lines should be adhered to in order to ensure coherence of street frontages and public spaces.

7.7.11 Building grain and frontage

A narrow grain to frontages in the shopping environment with changes in building heights and frontages at party walls and a diversity of designers will be encouraged. Plot sub-division to create interest for the pedestrian at street level will be encouraged.

7.7.12 Sustainability

New development should conform to the highest standards of environmental sustainability, including measures to maximise energy efficiency, minimise heat loss, re-use grey water, incorporate sustainable urban drainage systems and green roofs.

7.8 SITE 6 - HIGH CROSS ESTATE

Site area: 1.4 ha (approx)

Proposals:

- Scope for improvements to the estate including opportunities for redevelopment
- Should remain mostly residential in character
- Creation of a safer, more attractive area
- Opportunity to incorporate a small element of workspace fronting Monument Way
- Further consultation with existing residents and detailed masterplanning would be required

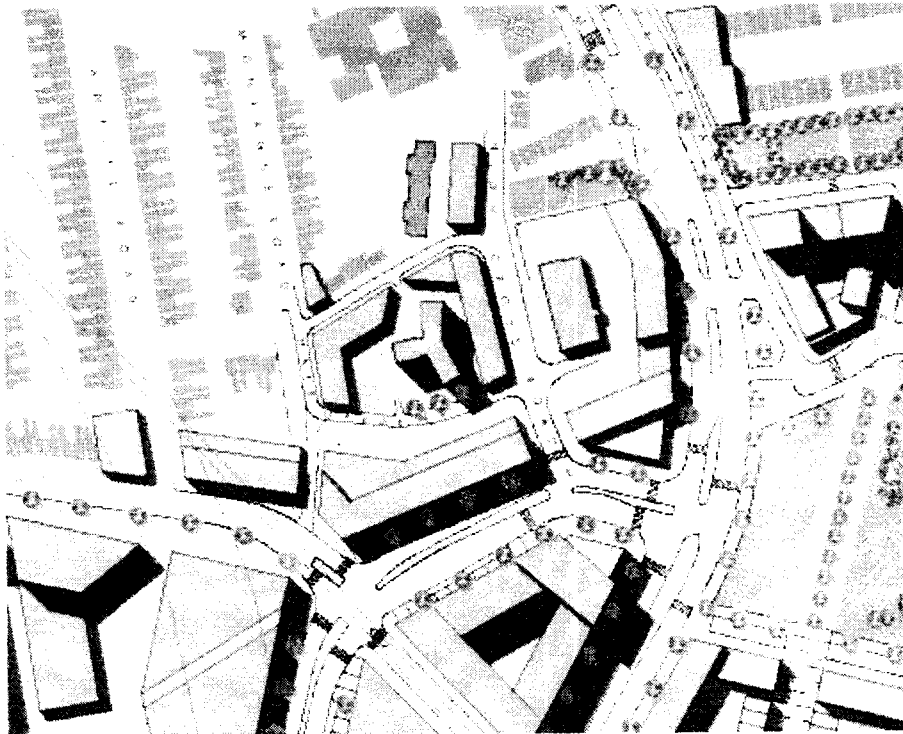


Fig31 illustrative plan for the long-term redevelopment of High Cross Estate

7.8.1 Site character

The High Cross Estate currently comprises a mixture of four to eight-storey blocks of Council-owned flats, a small number of local shops, Welbourne Primary School and a derelict public house. This area presents opportunities to regenerate the estate in the longer term, providing an enhanced residential environment for the existing community, and incorporating new development to create a more coherent, attractive and safe environment.

7.8.2 Mix of uses

The High Cross Estate should remain residential in character, but has scope to incorporate a small element of workspace fronting Monument Way. Given the proposed improvements to the adjacent road and pedestrian environment at The Hale and Monument Way in particular, it is anticipated that this area will become a more pleasant, primarily residential quarter which includes family-size homes, which and is well placed for the retail centre, community facilities and the transport interchange. It is proposed that the pedestrian subway under Monument Way, located off High Cross Road, should be closed as other pedestrian crossing facilities are enhanced

7.8.3 Car parking

Measures to reduce car-use will be required, as expressed in the General Development Principles Chapter. Car-free residential will be supported in this location.

7.8.4 Long-term development

- Potential to develop new homes along Monument Way and the corner of The Hale, with new family homes overlooking Hale Gardens, which extend the historic pattern of terraced houses.
- Potential to create a community garden, by re-using and enclosing open space on both sides of Monument Way.
- Improvements to safety, lighting and landscape quality, with new road alignments providing more space at the rear of homes along The Hale.

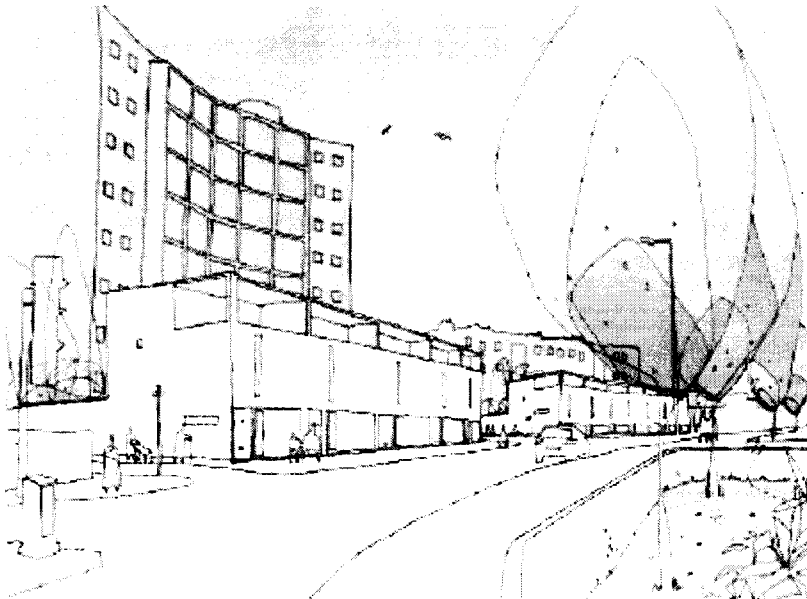


Fig 32 indicative view of High Cross Estate from the Hale

8 SUSTAINABILITY CHECKLIST

8.1 Introduction

- 8.1.1 The creation of an urban centre at Tottenham Hale which is socially, economically and environmentally sustainable, must be the highest priority.
- 8.1.2 London Plan Policy 4A.7 on energy efficiency and renewable energy states that the Mayor and the boroughs should support the Mayor's Energy Strategy and its objectives of reducing carbon dioxide emissions, improving energy efficiency and increasing the proportion of energy used generated from renewable sources. The Mayor's Energy Strategy highlights the importance of increasing renewable energy in London, and it states at least 10% of applications referable to the Mayor should incorporate renewable energy technologies. It also states that applications for major developments should generate a proportion of its energy needs from renewables on site where feasible.
- 8.1.3 The Mayor requests that each borough seeks to establish at least one well -founded 'showcase' renewable energy project in their area, in order to raise the profile of renewable energy best practice, and to help bring it to the mass market. There may be an opportunity to do this at Tottenham Hale, perhaps on the corner of the Paddock site.
- 8.1.4 At the local level, Haringey's UDP (2006) contains three policies of particular relevance to all new development at Tottenham Hale, which are: Policy ENV9 Mitigating climate change: energy efficiency, Policy ENV10 mitigating climate change: renewable energy and Policy UD2 Sustainable design and construction.
- 8.1.54 In addition, Haringey Council wishes to see one zero-carbon development provided within the urban centre, and that the entire area could be declared an Energy Action Area.
- 8.1.65 With regard to sustainable design and construction, London Plan Policy 4B.6 seeks high standards, which are implemented through ~~draft the~~ the GLA's Supplementary Planning Guidance (March 2006/2006), which includes the Mayor's preferred standards on new development.

8.2 The Checklist

- 8.2.1 ~~In order to~~ In line with the policies contained within the Mayor's London Plan, Haringey's Adopted UDP (2006) and relevant SPGs, the Council will seek to ensure that all any new development at Tottenham Hale is as sustainable as possible, and reduce energy and utility costs. Where relevant, the Council will apply targets from the Mayor's SPG on Sustainable Design and Construction to development proposals. ~~there will be a number of requirements for all new development proposals. The following will be required:~~ The following list of points, whilst not exhaustive, should be considered:
- Renewable energy – the Council will require all major development schemes to provide an energy assessment with their planning application, showing on-site provision of 10% where feasible, of their projected energy requirement from renewable sources
 - Water efficiency measures – all development should demonstrate a commitment to water efficiency, including installation of low-usage appliances
 - Sustainable Urban Drainage (SUDS) – all development should demonstrate a commitment to SUDS

- Where appropriate possible, construction materials should be reused / reclaimed, recycled. When using new materials, care should be taken not to further deplete threatened resources.
- Green roofs - 'green' or 'brown' roofs ~~will be encouraged, must be installed on 60% of the total roof area specifically~~ particularly where adjacent to taller building elements. This will have the added benefit of enhancing views from tall buildings over the development
- EcoHomes targets - 100% of all development on plots should seek to attain the 'BREEAM' excellent standard
- Non – residential development should seek to attain the 'BREEAM' excellent certificate rating.
- 'Car club' membership available to all residents and businesses
- Car free residential may be appropriate at PTAL levels of 4 and above .
- Reduced car parking, generally below UDP standards
- Controlled Parking Zones should be employed where appropriate
- Travel plans for all major development, including residential as part of Section 106 agreements
- ~~Composting facilities – all residential developments should have composting facilities~~
- Waste and recycling facilities - all developers should seek to engage with Haringey Council as early as possible to ensure that adequate storage facilities are provided and functional, including provision for bio-degradable waste. Where possible, on-site composting facilities should be provided.
- Accessibility ~~– all planning applications and development should meet the principles of inclusive design, including wheelchair accessibility. Access statements, in accordance with Part M Building regulations and easily accessible live IT data points for residential units.~~ all future development must meet the highest standards of accessibility and inclusion. Wheelchair accessible housing must meet the standards set out in the 'Wheelchair Housing Design Guide'. Design and Access Statements are required showing how the principles of inclusive design, including the specific needs of disabled people, have been integrated into the proposed development, and how inclusion will be maintained and managed.
- Ecological survey should be undertaken using an ecological consultant (who is a full member of the IEMA, AWTC or IEEM) to establish the opportunities to protect and enhance the ecological value of the site. The recommendations from the survey should be incorporated into the proposals.

9 PLANNING OBLIGATIONS

9.1 Introduction

- 9.1.1 The Council will negotiate with developers as to planning obligations associated with development in the Tottenham Hale area. The policy context for this includes national policy, the London Plan, Haringey UDP (Policy UD8) and Supplementary Planning Guidance (in particular SPG10: The negotiation, management and monitoring of planning obligations). The starting point for each site will be that each development should support its own site-specific infrastructure costs, should conform to the London Plan / London Borough of Haringey affordable housing requirement of 50%, and should make an appropriate contribution to a general infrastructure fund which will pool individual developers, or land-owners' contributions to help fund those elements of infrastructure / public realm which cannot be attributed to individual sites or ownerships within the Tottenham Hale area.
- 9.1.2 These judgements will, however, be informed by the detailed financial viability assessment, undertaken on the basis of a bespoke development appraisal programme which reflects the individual land-use components of the masterplan, and their associated costs and values
- 9.1.3 The suggested main heads of terms of a planning obligation are set out below and will apply in the consideration of planning applications within the Tottenham Hale area. The list is not exhaustive, as other items may come to light through the detailed assessment of planning applications, other assessments and through public consultation.

9.2 Possible planning obligations

- 9.2.1 Planning obligations should cover all of the issues identified in a balanced way. It is anticipated that specific outputs will be triggered at particular stages of development, ensuring that an appropriate phasing of development is achieved. The Council will assess the scale of contribution required under each of the headings within the context of the overall package of benefits that the scheme will deliver and scheme viability. The list of possible planning obligations might include:
- **Affordable housing** – to address quantity, mix, tenure proportions, timing of delivery and nomination rights in accordance with SPG11, ~~Revised Deposit Consultation Draft~~ UDP (2006 4) and the London Plan (2004)
 - **Education** – in accordance with the guidelines set out in SPG12. It will be necessary for contributions to satisfy educational needs generated by new housing development.
 - **Employment** - local labour and training programmes
 - **Health and community facilities** – particularly primary care services and the requirements of the emergency services.
 - **Public transport** – Section 106 contributions will be required to mitigate the effects of development by enhancing public transport services, bus priority measures and improvements to the station interchange
 - **Off-site highway improvements** – bridges, roads, two traffic gyratory systems, traffic-calming measures, crossings, parking controls, walking and cycling environment etc.

- **Environmental infrastructure** - general fund for non site-specific environmental / public realm / infrastructure improvement work
- **Other matters** – additional matters not covered in the list above

9.2.2 Haringey Council will charge a project management and administration fee as part of any planning obligation. All legal fees will be borne by the applicant

1010 REQUIREMENTS FOR PLANNING APPLICATIONS**10.1 Introduction**

10.2 Planning applications for any one of the key development sites will require a range of documentation and supporting information to provide the Council with sufficient information to determine the proposals and comply with the relevant legislation and guidance.

10.3 Policy UD1 Planning Statements of Haringey's adopted UDP list the type of planning statements that where appropriate will need to be submitted with planning applications. Table 2.1 of the UDP shows typical types of development and the statements that the Council could expect to accompany planning applications. Further clarification is provided in the relevant Council's SPGs including SPG1a Design Guidance and Design Statements, SPG2 Conservation and Archaeology, SPG4 Access for all-Mobility Statement, SPG7b Travel Plans, SPG7c Transport Assessments, SPG7c Transport Assessments, SPG8a Waste and Recycling, SPG8g Ecological Impact Assessment, SPG8h Environmental Impact Assessment, SPG8i Air Quality, SPG9 Sustainability Statement -Including Checklist,

10.4 The following indicative list identifies the statements that will most likely be required for developments in the masterplan area:

- Environmental Impact Assessment, where required by the Town and Country Planning Environmental Impact (Assessment) Regulations 1999.
- Environmental Statement
- Design and Access statement explaining the design principles and concepts that have informed the development and how access issues have been dealt with.
- Where relevant an archaeological desktop assessment of the potential archaeological value of the site, or, and a field evaluation should be carried out.
- Flood Risk Assessment (FRA).
- Transport assessment for development likely to have a significant transport impact, the scope of which should be agreed at an early stage with the Council.
- Travel plan and parking strategy (the study should also address construction traffic).
- Retail impact assessment, sequential and needs assessment, for retail developments over 2500 sq. m.
- Sustainability statement.
- Ecological impact assessment.
- Energy assessment.
- Air quality statement, for significant impact on air quality.
- A detailed sunlight/daylight assessment and microclimate report as required.
- Remediation Strategy to address contamination and demolition within the existing site.
- Waste management plan.
- Section 106 planning obligation heads of terms.

- Health impact assessment.
- Phasing strategy:
- Statement of Community Involvement, summarising pre-application consultation undertaken by the applicant, the findings of that consultation and demonstration as to how the application has been altered as a result of the findings of the consultation.

10.5 The Council welcomes pre-application discussions concerning the scope of supporting reports regarding new build and major applications.

11 GLOSSARY OF TERMS

Active Frontage – Relationship between the ground floor uses of the buildings that frame a place or street and those people walking past.

Affordable Housing – Housing which is attainable to buy/rent for those people whose incomes are insufficient to allow them to afford to buy/rent locally on the open market. The affordable housing should achieve weekly outgoing levels appreciably below the minimum cost of market housing and be available in perpetuity for those in housing need.

Amenity – A positive element or elements which contribute to the overall character of an area, for example open land, trees, historic buildings and the inter-relationship between all elements in the environment.

Archaeological Sites of Importance – Areas with known archaeological potential where the Council's archaeology policies will be applied.

Assessability – Ability of people or goods and services to reach places and facilities

Biodiversity – Biodiversity encompasses the whole variety of life on earth including all species of plants and animals and the variety of habitats within which they live.

BREEAM – Building Research Establishment Environmental Assessment Method, assesses the performance of new and existing buildings. It is recognised as a measure of best practice in environmental design and management.

Brownfield Site – Land usually within an urban or suburban area which has been previously developed, often for industrial uses.

Building Line – The line formed by frontages of buildings along a street.

Built Form – The existing pattern of building site coverage in relation to property boundaries, public access ways, street frontages and other spaces built over.

Car Clubs – These allow the use of a car as required without the problems of ownership. Vehicles are parked locally and rented on an hourly basis

Catchment Area – The area surrounding a facility (for example a pub or health centre), from which its customers or users may be drawn

Context – The character and setting of the immediate area within which a building is situated or will be sited. Context will take into account any local distinctiveness and special character.

Controlled Parking Zone – An area in which all kerbside space is controlled by both waiting and loading restrictions, or by designated parking spaces such as meters or residents' bays.

Convenience Shopping – Goods bought on a regular basis that meet day-to-day needs, such as food, newspapers and tobacco, which require minimum effort in selection.

Density – The amount of development on a given plot of land and the range of uses. Density influences the intensity of development, which in combination with the mix of uses can affect a place's vitality and viability. Density is usually expressed in number of habitable rooms per hectare (hrh)

Design and Access Statements - explain the design thinking behind a planning application. For example, they should show that the applicant has carefully considered how everyone, including disabled people, older people and very young children, will be able to use the places they want to build. Statements should include a written description and justification of the planning application. Sometimes photos, maps and drawings may be needed to further illustrate the points made.

Edges – Linear elements not used or thought of as routes, which may act as a barrier between areas. Edges may take the form of busy roads, railway lines and canals.

Energy Action Area – A defined geographical area that acts as a showcase low-carbon community, within which a number of the elements of the Mayor's Energy Strategy can be brought into operation simultaneously. This will enable a showcase of how the strategy could be applied and replicated more widely, to demonstrate integration opportunities between sustainable energy technologies and specific built environments, e.g. a new build housing development powered by a community network of biomass CHP. Whilst a number of elements are likely to be common across each of the areas, e.g. use of local heat distribution networks, CCHP, renewable technologies, carbon reduction and green procurement processes, each will be expected to demonstrate unique characteristics in terms of the technical, financial and partnership approaches.

Façade – The face (elevation) of a building, especially the principal face.

Floodplain – All land adjacent to a watercourse, as defined in the Land Drainage Act 1991, or the coast over which water flows in time of flood, or would flow but for the presence of defences.

Flood Risk Assessments (FRA) - are required to accompany planning proposals to identify the threat of flooding for the proposed development and the measures by which the risk can be minimised or avoided. The key components of an FRA are identifying the source of flooding, reviewing the flood history, deriving critical water levels and identifying any influences on river hydraulics. Projects must assess flooding from tidal, fluvial, groundwater, and on-site drainage sources both individually and in combination. A Flood Risk Assessment covers a number of other factors such as loss of floodplain storage and surface water drainage issues. Drainage calculations establish storm run-off from the site, and assess the risk of flooding, should the drainage system become restricted. Having assessed the flood risk to a site, a series of alleviation measures and engineering options such as Sustainable Urban Drainage Systems (SUDS), on-site storage and compensation storage can be evaluated by which the risk can be avoided or mitigated within acceptable limits to avoid flooding on-site or elsewhere.

Footprint – The enclosed shape made by the external or outside walls of a building.

Greater London Authority (GLA) – Unique form of strategic, city-wide government for London, made-up of a directly elected Mayor and Assembly

Green Belt – Area of land which has been given special status under PPG2 to protect it from inappropriate development. The Lee Valley is Haringey's single area of designated Green Belt.

Gyratory System – Large road-traffic roundabout, with non-standard markings or priorities

Habitable Room – The rooms in a dwelling excluding bathrooms, toilets and some other Spaces. Often used as a measure of density e.g. habitable rooms per hectare (hrh)

Inclusive Design – creates an environment where everyone can access and benefit from the full range of opportunities available to members of society. It aims to remove barriers that create undue effort, separation or special treatment, and enables everyone to participate equally in mainstream activities independently, with choice and dignity.

Integrated Transport System – Network of links (bus, road and rail) rather than the individual routes, connected in terms of physical access, ticketing, frequency, timing and capacity.

Landmark – Simple physical object, such as a church spire or tower, which serves as a point of reference.

Legibility – The creation of clear routes, intersections, landmarks and signage which are easily understood, and allow people to find their way around.

Lifetime Homes - Lifetime Homes are ordinary homes designed to provide accessible and convenient homes to a large section of the population from young children to the elderly, and those with temporary or permanent impairments. Lifetime Homes have design features that ensure the home will be flexible enough to meet the current and changing needs of most households.

London Development Agency (LDA) – Organisation within the GLA family whose aim is to further the economic development and regeneration of London.

Masterplan – Framework for physical development of large parcels of urban land, in terms of layout, land use and phasing.

Mixed-use – Provision of a mix of complementary uses, such as residential, community and leisure uses, on a single site, within the same building or within a particular area.

Permeability – The degree of movement possible or permitted between public outside and private inside or between urban areas, buildings, places and spaces.

Planning Obligations – Under Section 106 of the Town and Country Planning Act a 'Planning Obligation' can be entered into regarding the use or development of land. Obligations can be used to ensure the environment is safeguarded and that the costs of infrastructure associated with a particular development are met by the developer and landowner, and not the taxpayer.

Planning Policy Guidance or Statement (PPG or PPS) – PPGs and their replacement PPSs are prepared by the Government after consultation, to explain statutory provisions and provide guidance to local authorities and others on planning policy and the operation of the planning system.

Public Realm – The spaces around and between buildings that have unrestricted public access, including streets, squares, forecourts, parks and open spaces.

Public Transport Accessibility Level (PTAL) – A measure of the accessibility of any location to the public transport network. It provides important information for determining what types of development, densities and parking standards are appropriate in different locations. For simplicity, three levels of accessibility have been defined: Low (levels 1-2), Medium (levels 3-4) and High (levels 5-6).

Renewable Energy – Energy derived from a source that is continually replenished, such as wind, solar, hydroelectric and plant material (not fossil fuels or nuclear power)

Section 106 Agreement – See planning obligations

Social Exclusion – A term for what can happen when people or areas suffer from a combination of linked problems, such as unemployment, poor skills, low incomes, poor housing, high crime, bad health and family breakdowns.

Streetscape (or townscape) – The visible impact of streets and urban scenes, spaces, facades, enclosures, views, vegetation, materials and finishes

Sustainable Development / Sustainability – Development which meets the needs of the present without damaging the ability of future generations to meet their needs and does not reduce the global stock of environmental capital.

Sustainable Urban Drainage (SUDs) – A means for avoiding wastage of water and overloading of drainage systems. SUDs use techniques to control surface water runoff as close as possible to its origin, before it enters the watercourse.

Transport for London (TfL) – One of the GLA group of organisations, with responsibility for an integrated and sustainable transport strategy and service for London

Travel Plan – Plan produced by any organisation in order to decrease the number of people travelling to work by car, using parking charges, car-sharing, car-pools and encouraging the use of public transport, walking and cycling.

Urban Form – The physical shape of urban areas as determined by the relationship to each other and the basic urban elements, such as transport links, land-use, built-form, population settlement and topography.

Urban Grain - The scale, frequency and orientation of streets. The pattern of arrangement and size of buildings and their plots.

APPENDIX – CONSULTATION STATEMENT

Introduction

Consultation is critical to the success and delivery of the Masterplan, such that significant local support and 'buy-in' can help to accelerate the momentum of implementation and transformation. This appendix outlines the informal consultation undertaken in respect of the Tottenham Hale Urban Centre Design Framework, from which this draft masterplan has evolved.

Tottenham Hale Urban Centre Design Framework

Alongside desk-based research and analysis, preparation of the Draft Design Framework was informed by a detailed process of public consultation and stakeholder engagement in order to ensure that it was able to meet the needs of existing stakeholders, as well as the new residential community proposed for area.

Summary of the Design Framework consultation process:

- Community Consultation Day *9 April 2005*
- Workshop for young people *3 June 2005*
- Workshop for parents *11 May 2005*
- Transport stakeholders' workshops *4 February and 20 April 2005*
- Workshop for key landowners *26 May 2005*
- Dedicated project website (over 900 visits since it was launched)
- Five GLA design review sessions
- Two presentations to the local businesses (North London Chamber of Commerce)
- Transforming Tottenham Committee meetings *14 February, 21 April and 19 September 2005*
- Ferry Lane Action Group AGM *29 June 2005*
- Meeting with Joining Up Northumberland Park Board members *11 July 2005*

Consultation findings:

- Better connections to the High Road through improvements to Monument Way
- Improved facilities at Down Lane Park (including new play and sports facilities) with no development on the park
- New urban green space at the GLS site
- Improved street environment for pedestrians and cyclists
- Strong connections between new development and existing communities
- An emphasis on employment opportunities
- New adult education centre, possibly on the GLS site
- Convenience retailing at the enhanced station
- Re-provided, enhanced Welbourne Community Centre
- Full accessibility of the interchange, Ashley Park and new bridge
- New health provision
- Interpretation centre/city farm at Lee Valley Regional Park

These consultation findings were taken into account in production of the draft masterplan/SPD.



Outline of Summary of the statutory consultation process strategy (July and August 2006):

In order to undertake a meaningful public consultation exercise, there are a number of techniques which we intend to use, which include: The statutory consultation process in respect of the Draft Masterplan and Sustainability Appraisal commenced on 3rd July and ended on 28th August 2006. The consultation was wide-ranging and extensive, with the documents available in variety of languages and formats upon request. The process included the following:

- Masterplan and SA available for inspection at 639 High Road, Tottenham, N17 8BD and public libraries throughout the borough
- Advertisement (public notice) placed in a local paper with borough-wide circulation which circulates in the whole borough
- Article in Haringey People Magazine
- Summary leaflets distributed to all residents, resident/tenant associations and businesses within a defined area – leaflet drop of approximately 7,500
- Exhibition at local library throughout the six week Professionally produced exhibition material on display at the Marcus Garvey Library. consultation period
- Posters at various public places and Council buildings
- Websites (Haringey Council and dedicated project website) containing the draft documents with details of how to make representations
- Letters Leaflets with covering letters sent to neighbouring adjoining boroughs, statutory bodies, Ward and neighbouring Ward Councillors, local community/amenity groups and members of Neighbourhood Assembly
- Public presentation at the Welbourne Community Centre – 10th August 2006
- Meeting with local environmental and residents' groups attended by Council officers from the Strategic Sites and Projects Group – 21st August 2006
- During the consultation, over 40 telephone/email enquiries were dealt with by the Strategic Sites and Projects Group.

The level of response

Around 330 separate representations – objection and support, were received from 30 respondents, which included statutory consultees, local businesses, developers, local environmental and amenity groups. Their comments were often quite specific, and represented their own field of interest or statutory responsibility.

A summary of all the representations received, The London Borough of Haringey's responses and changes to the Draft Masterplan are set-out in a separate document: 'Schedule of Comments Received, London Borough of Haringey Responses and Changes'.

Main issues raised

The main issues arising from the statutory public consultation included:

- The proposed housing density (hrh) is too high, with the potential for overcrowding and impact upon local environment
- Concerns about the location of tall buildings – particularly near the river.
- Overcrowded local roads will not cope with additional traffic generated.
- Car-parking should be reduced further.
- Housing mix – need for family-size dwellings
- Concerns over possible footbridge into the Paddock
- Concerns over possible footbridge into the Ferry Lane Estate
- Concerns over redevelopment of the petrol station site
- Possible loss of environmental corridor along the railway
- Development should address environmental best practice / sustainability
- Designing-out crime
- What is likely to happen to Millmead and Lockwood Industrial Estates.

- Concerns about development in the flood plain.
- Importance of the waterways
- What can be addressed through S106 contributions
- Reference to inclusive design and accessibility should be increased (GLA comment)
- Development of S106 framework which allows pooling of contributions for major public transport infrastructure developments (TfL comment)

Executive
 Report Title: **Statement of Gambling Policy**

Forward Plan reference number (if applicable):

 Report of: **Assistant Director Enforcement Service**

 Wards(s) affected: **All**

 Report for: **Key Decision**
1. Purpose

1.1 To agree and adopt a Statement of Gambling Policy for Haringey under the terms of the Gambling Act 2005.

2. Introduction by Executive Member (if necessary)

2.1 The reforms to gambling, following on from the alcohol licensing reforms last year, will bring the licensing of premises associated with betting and gambling directly into local authority control. The objectives of the legislation as set out in 7.1 below will assist the Council in it's efforts to prevent the effects of gambling becoming an issue impacting on crime and disorder , and protect those who are vulnerable from being harmed or exploited.

2.2 This Statement of Gambling Policy closely follows the guidance issued by the Department of Culture, Media and Sport , and the Gambling Commission. The Statement can be reviewed in the future to enable changes to be made following a period of operation in practice .

2.3 Where possible under the statute and associated guidance , services will work together to prevent premises developing into problem sites causing concern to local residents or nearby business.

3. Recommendations

3.1 That the Executive approve the Statement of Gambling Policy contained at Appendix A for recommendation to Full Council on 13th November , 2006.

 Report Authorised by: **Andrew Travers , Interim Director Environmental Services**

 Contact Officer: **Keith Betts , Commercial & Environmental Protection Group**

Manager , Enforcement Service – Ext 5525**4. Director of Finance Comments**

4.1 Licensing of gambling premises is transferring from the magistrates court system to local authorities under Government legislation passed earlier this year. In terms of the general costs of the licensing reforms, the Government is intending to set licence fees at a level which allows authorities to fully recover the costs of their new responsibilities. It will be consulting on proposed fee levels from November 2006 and aiming to implement the proposed licence fees from early in the new financial year.

5. Head of Legal Services Comments

5.1 Regulations made by Central Government earlier this year give responsibility for the formulation and preparation of local authorities' Statements of Gambling Policy to their Executives. The Executive has power to propose amendments to the draft Statement. Once it is approved by The Executive, the Statement must be reported up to the full Council for formal adoption with or without modification by Council.

5.2 There will need to be additions to the terms of reference of the Licensing Committee and its Sub-Committees to give Members power to conduct hearings under the Gambling Act 2005. There should also be amendments to the scheme of delegation to officers in the Enforcement Service to confer power to deal with more routine administrative matters under the Act.

6. Local Government (Access to Information) Act 1985

6.1 Background Papers : Draft Statement of Gambling Policy , Report to Executive Advisory Board on 11th July 2006 , Gambling Act 2005 , Guidance to Licensing Authorities issued by the Gambling Commission April 2006 .

6.2 No exemption or confidentiality aspects

7. Strategic Implications

7.1 The control of gambling in terms of licensing will be passing from the magistrates court system to local authority control under these reforms. The subject of gambling and it's potential affects on society are of concern to all in our community and those that represent that community at both local and national level. Whilst these reforms under the Gambling Act 2005 are not intended to deal with the moral aspects of such activity , they are there to ensure gaming is controlled and is undertaken to certain standards as detailed in the objectives of the Act . These objectives are to ;

- Prevent gambling from being a source of crime and disorder , being associated with crime and disorder , or being used to support crime;
- Ensure that gambling is conducted in a fair & open way;
- Protect children and other vulnerable persons from being harmed or exploited.

7.2 The Statement of Gambling Policy follows the guidance issued by the Government

in maintaining the three licensing objectives , and promoting an open and fair process for the control of premises where gambling takes place . The regulatory responsibility under the Act is shared with the Gambling Commission who will have the responsibility to grant certain types of licence in relation to those persons and organisations providing the facilities for gambling . The Commission will also deal with the authorisation of those persons holding management responsibilities at such premises. It will be for the local authority to licence the premises where such activity takes place.

8. Financial Implications

8.1 In terms of the general costs of the licensing reforms , the Department of Culture , Media and Sport (DCMS) intend to set fees for the various licensing processes and will be making announcements and consulting on these in November 2006. It is anticipated that the fees will be set at a level that in the view of the DCMS will allow the local authorities to fully recover the costs of their new responsibilities.

8.2 Start-up costs such as training, IT requirements, transferring records, and the production of and consultation on the Statement Of Gambling Policy, are being contained within existing budgets for Enforcement Services.

9. Legal/Constitutional Implications

9.1 These are set out in paragraphs 5.1 and 5.2 above and in the body of the report.

10. Equalities Implications

10.1 The affects and concerns in respect of illegal or unfair gambling are relevant across all communities in Haringey , and our Statement of Gambling Policy will support the licensing objectives put forward by the Government to safeguard our community from such affects. We will work with relevant organisations and agencies to ensure the licensing objectives are met across all licensed premises in the borough.

10.2 It should be noted that in general terms , the number or density of premises licensed under the Act is not a consideration that the licensing authority can take into account in the determination of an application . Each application must be considered on it's merits without regard to demand.

11. Consultation

11.1 The Gambling Act 2005 requires that a policy in produced by each licensing authority to guide them in their responsibilities under the Act . The consultation is defined in the Act and the following must be consulted ;

- In England & Wales , the chief officer of police for the authority's area;
- One or more persons who appear to the authority to represent the interests of persons carrying on gambling businesses in the authority : and

- One or more persons who appear to the authority to represent the interests of persons who are likely to be affected by the exercise of the authority's functions under the Act.
- 11.2** The consultation was undertaken between 17th July and 8th September 2006 (eight weeks) and the comments received and their analysis are shown at Appendix B.

12. Background

12.1 The Gambling Act 2005

The Gambling Act 2005 will come fully into force on 1 September 2007 (the Act is already partly in force) making Haringey Council (the 'Licensing Authority') responsible for certain licensing functions in relation to gambling in the borough. This will result in the Council's Licensing Committee becoming responsible for granting premises licences in the London Borough of Haringey. The function has been previously undertaken by the Magistrates Court system.

The Act brings in significant changes to the way gambling premises are regulated and repeals the following legislation:

- Betting, Gaming and Lotteries Act 1963
- Gaming Act 1968
- Lotteries and Amusements Act 1976

The definition of 'Gambling' is defined in the Act as either gaming, betting or taking part in a lottery:

- Gaming means playing a game of chance for a prize
- Betting means making or accepting a bet on the outcome of a race, competition, or any event; the likelihood of anything occurring or not occurring; or whether anything is true or not
- A lottery is where persons are required to pay in order to take part in an arrangement, during the course of which one or more prizes are allocated by a process which relies wholly on chance.

The Statement of Gambling Policy sets out the principles that the Licensing Authority proposes to apply in exercising its licensing functions under the Gambling Act. The Policy will last a maximum period of 3 years commencing on 31 January 2007 and can be reviewed and revised by the Licensing Authority at any time before the expiry of the three-year period.

The Gambling Act aims to allow for more freedom for business operators and customers whilst ensuring that gambling is conducted within a framework that has been designed to promote the three key licensing objectives which are as follows:

- (a)** preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime or disorder;
- (b)** ensuring that gambling is conducted in a fair and open way; and

- (c) protecting children and other vulnerable persons from being harmed or exploited by gambling.

In general, apart from in relation to the licensing of tracks, the fairness and openness of gambling will primarily be matters for the Gambling Commission.

12.2 Requirements on Licensing Authorities

The Gambling Act 2005 gives licensing authorities a range of new powers to licence gambling premises in their communities. The Gambling Policy considers the needs of the borough and is concerned with upholding the licensing objectives as set out above. It will guide the Licensing Authority in carrying out its various regulatory functions under the Act. These main functions are:

- To be responsible for the licensing of premises where gambling activities are to take place by issuing premises licences;
- To issue provisional statements in respect of such premises (pre-approval) ;
- To regulate members' clubs who wish to undertake certain gaming activities via issuing club gaming permits and /or club machine permits;
- To issue club machine permits to commercial clubs;
- To grant permits for the use of certain lower stake gaming machines at unlicensed family entertainment centres;
- To receive and issue permits from alcohol licensed premises (under the Licensing Act 2003) for the use of gaming machines, (over two machines goes to hearing automatically)
- To register small society lotteries below prescribed threshold. (where the total value of tickets in a single lottery is £20,000 or less and the aggregate value of the tickets in a calendar year is £250,000 or less)
- To Issue prize gaming permits
- To receive and endorse temporary use notices;
- To receive occasional use notices
- To provide information to the Gambling Commission regarding details of licences issued.
- To maintain registers of the permits and licences that are issued under these functions.
- To enforce the legislation in relation to premises, e.g. premises which intend to provide off-course betting, or bingo will require a premises licence.

12.3 Summary of key points in Haringey draft Statement of Gambling Policy

The Policy is a substantial document and below is a brief summary of some of the key points.

- The principles that the Licensing Authority proposes to adopt will provide support for its aims of tackling crime and supporting the vulnerable in our community.

- The Licensing Authority will ensure, so far as is consistent with the Gambling Act and guidance, that the policy supports and does not conflict with strategies for local crime prevention and community safety.
- The Licensing authority should not take into account irrelevant matters, i.e, those not related to gambling and the licensing objectives. One example of an irrelevant matter would be the likelihood of the applicant obtaining planning permission or building approval for the proposal .
- The Licensing Authority shall aim to permit the use of premises for gambling in so far as it is satisfied that to do so would be: in accordance with the Gambling Act 2005 and any relevant code of practice or guidance issued by the Gambling Commission; and reasonably consistent with the licensing objectives and the Licensing Authority's Policy.
- The Licensing Authority recognises that neither the need (commercial demand) for the premises to be licensed, nor people's moral objections to gambling are matters that can generally be taken into account by a licensing authority.
- The Licensing Authority will consider each application on its merits.
- The Licensing Authority will place information about licence applications on its web site and will notify ward councillors when applications are received.
- The Licensing Authority has not resolved not to issue casino premises licences. If the Licensing Authority should in the future resolve not to issue casino premises licences, then the resolution shall be published by being included in the Policy or any revisions to the Policy and as such shall be subject to public consultation.
- The Licensing Authority will not be involved in licensing remote gambling at all. This will fall to the Gambling Commission via operating licences. Spread betting is regulated by the Financial Services Authority. The National lottery is regulated by the National Lottery Commission.

13. Conclusion

13.1 The Councils draft Statement of Licensing Policy has been developed in line with the legislation and guidance issued by the Government and Gambling Commission. It has undergone a statutory consultation process during the summer lasting eight weeks . Comments received have been analysed and where possible such matters raised by the comments have been considered for incorporation into the draft policy.

14. Use of Appendices / Tables / Photographs

14.1 Appendix A - Draft Statement of Gambling Policy

14.2 Appendix B - Analysis of comments received during the consultation process

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Appendix A

DRAFT

STATEMENT

OF

GAMBLING

POLICY

LONDON BOROUGH OF HARINGEY

Draft Statement of Gambling Policy

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DRAFT STATEMENT OF GAMBLING POLICY

1. Introduction

Haringey Council will become the Licensing Authority under the Gambling Act 2005. This will result in the Council becoming responsible for granting Premises Licences in the Borough of Haringey in respect of:-

- ❖ Casino Premises;
- ❖ Bingo Premises;
- ❖ Betting Premises, including Tracks;
- ❖ Adult Gaming Centres;
- ❖ Family Entertainment Centres.

The Gambling Act 2005 requires the Council to prepare and publish a "Statement of Licensing Policy" that sets out the policies that the Council will generally apply to promote the Licensing Objectives when making decisions on applications made under the Act.

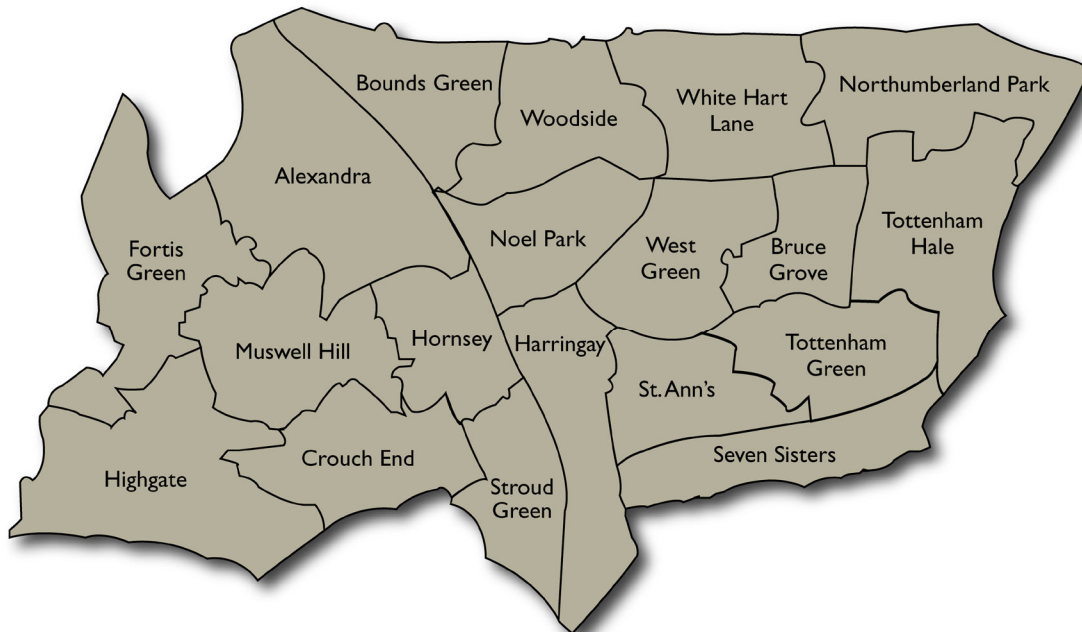
This draft "Statement of Licensing Policy" has been prepared having regard to the provisions of the Guidance issued by the Gambling Commission and the licensing objectives of the Gambling Act 2005. It is intended to be a discussion document leading to adoption by Haringey Council of a formal Statement of Licensing Policy, after having due regard to any responses from those consulted on this draft policy statement.

The formal Statement of Gambling Policy will be available on Haringey Council's website, and at one or more public libraries situated in the Borough and / or in other premises situated in the Borough [once published at the end of 2006].

The Policy will come into effect on 31 January 2007, and will be reviewed as necessary, and at least every three years from the date of adoption.

2. The London Borough of Haringey

Map of the London borough of Haringey



Haringey is one of London's 32 Boroughs. It is located in the north of the capital and is more than 11 square miles in area. According to the 2001 Census nearly half of its 224,300 people come from ethnic minority backgrounds. It is often said that Haringey is an outer London Borough with inner London challenges.

There are approximately 100,000 dwellings and approximately 8,200 businesses employing 64,700 people.

There are a number of Bingo Premises, Bettings Shops and Adult Gaming Centres

List of persons this authority consulted: A full list of consultees is available on the website, www.haringey.gov.uk/licensing.

3. Glossary of Terms

Within this draft Statement of Gambling Policy, the following words and terms are defined as stated:

.Licensing Objectives: As defined in section 4 below

Council: Haringey Council

Borough: The area of London administered by the London Borough of Haringey

Licences: As defined in section 5 below

Applications: Applications for licences and permits as defined in section 5 below

Notifications:	Means notification of temporary and occasional use notices
Act:	The Gambling Act 2005
Regulations:	Regulations made under the Gambling Act 2005
Premises:	Any place, including a vehicle, vessel or moveable structure
Code of Practice:	Means any relevant code of practice under section 24 of the Gambling Act 2005
Mandatory Condition:	Means a specified condition provided by regulations to be attached to a licence
Default Condition:	Means a specified condition provided by regulations to be attached to a licence, unless excluded by Haringey Council
Responsible Authority:	<p>For the purposes of this Act, the following are responsible authorities in relation to premises:</p> <ol style="list-style-type: none">1. The Licensing Authority in whose area the premises are wholly or mainly situated (“Haringey Council”);2. The Gambling Commission;3. Metropolitan Police Constabulary4. London Fire and Emergency Planning Authority5. Building Control Manager, Assistant Director Planning , Haringey Council6. Commercial and Environmental Protection Team, Haringey Council;7. Policy & Performance Manager, Children’s Services Officer in Social Services, Haringey Council;8. HM Customs and Excise.
Interested Party:	<p>For the purposes of this Act, a person is an interested party in relation to a premises licence if, in the opinion of the Licensing Authority which issues the licence or to which the application is made, the person:-</p> <ol style="list-style-type: none">(a) Lives sufficiently close to the premises to be likely to be affected by the authorised activities;(b) Has business interests that might be affected by the authorised activities;(c) Represents persons who satisfy (a) or(b) above.

PART A

4 Licensing Objectives

The Gambling Act 2005 requires that the Council carries out its various licensing functions with a view to promoting the following three licensing objectives:-

1. Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime;
2. Ensuring that gambling is carried out in a fair and open way;
3. Protecting children and other vulnerable persons from being harmed or exploited by gambling.

In exercising most of their functions under the Gambling Act 2005, Licensing Authorities must have regard to the licensing objectives.

It should be noted that the Gambling Commission has stated: "The requirement in relation to children is explicitly to protect them from being harmed or exploited by gambling".

This Licensing Authority is aware that, as per Section 153 of the Act, when making decisions about Premises Licences and temporary use notices it should aim to permit the use of premises for gambling in so far as it thinks it is:

1. in accordance with any relevant code of practice issued by the Gambling Commission;
2. in accordance with any relevant guidance issued by the Gambling Commission;
3. reasonably consistent with the licensing objectives and
4. in accordance with the authority's statement of gambling policy.

5 Types of Licence

This document sets out the policies that the Council will apply when making decisions upon applications or notifications made for:-

1. Premises Licences;
2. Temporary Use Notices;
3. Permits as required under the Act;
4. Registrations as required under the Act.

6 Licensable Premises and Permits

This policy relates to all those licensable premises, notices, permits and registrations identified as falling within the provisions of the Act, namely:-

1. Casinos;
2. Bingo Premises;
3. Betting Premises;
4. Tracks;
5. Adult Gaming Centres;
6. Family Entertainment Centres;
7. Premises Licences
8. Club Gaming Permits;
9. Prize Gaming and Prize Gaming Permits;
10. Temporary Use Notices;
11. Registration of small society lotteries.

7 General Principles

Nothing in this Statement of Policy will:-

1. Undermine the rights of any person to apply under the Act for a variety of permissions and have the application considered on its individual merits; OR
2. Override the right of any person to make representations on any application or seek a review of a licence or permit where they are permitted to do so under the Act.

The starting point in determining applications will be to grant the application without conditions. Conditions will only be considered where they are needed to meet the requirements of the licensing objectives, and any conditions applied will not be overly onerous and will be proportionate to the scale of the application and the risks involved. ***The applicant will demonstrate a right to occupy the premises and holds or has applied for an operating licence which allows him or her to carry out the proposed activity.*** Conditions will generally be considered unnecessary if they are already adequately covered by other legislation.

When determining an application to grant a Premises Licence or review a Premises Licence, regard will be had to the proximity of the premises to schools, vulnerable adult centres or residential areas where there may be a high concentration of families with children. The proximity of premises taken into consideration will vary depending on the size and scope of the gambling premises concerned. Each case will, however, be decided on its merits. Therefore, if an applicant can effectively demonstrate how they might overcome licensing objective concerns, this will be taken into account.

Licensing is about the control of licensed premises, temporary use notices or occasional use notices within the terms of the Act. Conditions may be attached to licences that will cover matters that are within the control of individual licensees.

When considering any conditions to be attached to licences, the Council will primarily focus on the direct impact of the activities taking place at licensed premises on members of the public living, working or engaged in normal activity in the area concerned. The Secretary of State may by regulation provide for specified conditions to be attached to a premises licence as either "mandatory" or "default" conditions. In

determining an application the Council may not have regard to the expected demand for the facilities which it is proposed to provide. Moral objections are additionally not valid reasons for rejecting an application and will not be considered.

8 Responsible Authorities and the protection of children from harm

The Licensing Authority is required by regulations to state the principles it will apply in exercising its powers under Section 157(h) of the Act to designate, in writing, a body which is competent to advise the authority about the protection of children from harm. The principles are:

- A *The need for the body to be responsible for an area covering the whole of the licensing authority's area; and*
- B *the need for the body to be answerable to democratically elected persons, rather than any particular vested interest group.*

The contact details of all the Responsible Authorities under the Gambling Act 2005 are available via the Council's website at:

9 Interested parties

Interested parties can make representations about licence applications, or apply for a review of an existing licence. These parties are defined in the Gambling Act 2005 as follows:

"For the purposes of this Part a person is an interested party in relation to an application for or in respect of a premises licence if, in the opinion of the licensing authority which issues the licence or to which the applications is made, the person-

- (a) lives sufficiently close to the premises to be likely to be affected by the authorised activities,*
- (b) has business interests that might be affected by the authorised activities, or*
- (c) represents persons who satisfy paragraph (a) or (b)"*

The licensing authority is required by regulations to state the principles it will apply in exercising its powers under the Gambling Act 2005 to determine whether a person is an interested party. The principles are:

- Each case will be decided upon its merits.
- This Authority will not apply a rigid rule to its decision making. It will consider the examples of considerations provided in the Gambling Commission's Guidance for Local Authorities at 8.14 and 8.15. It will also consider the Gambling Commission's Guidance that 'has business interests' should be given the widest possible interpretation and include partnerships, charities, faith groups and medical practices.
- The Gambling Commission has recommended that the Licensing Authority states that...'*interested parties include trade associations and trade unions, and residents' and tenants' associations (Gambling Commission Guidance for Local Authorities 8.17).*' This Authority will not however generally view these

bodies as interested parties unless they have a member who can be classed as an interested person under the terms of the Gambling Act 2005 i.e. lives sufficiently close to the premises to be likely to be affected by the activities being applied for or has business interests that might be affected by the authorised activities..

Interested parties can be persons who are democratically elected such as councillors and MP's. No specific evidence of being asked to represent an interested person will be required as long as the councillor / MP represents the ward likely to be affected. Likewise, parish councils likely to be affected, will be considered to be interested parties. Other than these however, this authority will generally require written evidence that a person/body (e.g. an advocate / relative) 'represents' someone who either lives sufficiently close to the premises to be likely to be affected by the authorised activities and/or has business interests that might be affected by the authorised activities. For example, a letter from one of the persons so affected and , requesting the representation may be sufficient.

If individuals wish to approach councillors to ask them to represent their views then care should be taken that the councillors are not part of the Licensing Committee dealing with the licence application. If there are any doubts then please contact the licensing department.

10 Exchange of Information

Licensing authorities are required to include in their statements the principles to be applied by the authority in exercising the functions under sections 29 and 30 of the Act with respect to the exchange of information between it and the Gambling Commission, and the functions under section 350 of the Act with respect to the exchange of information between it and the other persons listed in Schedule 6 to the Act.

The principle that this licensing authority applies is that it will act in accordance with the provisions of the Gambling Act 2005 in its exchange of information which includes the provision that the Data Protection Act 1998 will not be contravened. The Licensing Authority confirms that it has procedures in place so as to ensure that it can comply with the requirements of the Freedom of Information Act 2000. The licensing authority will also have regard to any Guidance issued by the Gambling Commission to local authorities on this matter when it is published, as well as any relevant regulations issued by the Secretary of State under the powers provided in the Gambling Act 2005.

Should any protocols be established as regards information exchange with other bodies then they will be made available. Discussions with the Gambling Commission and LACORS as regards information exchange between the Commission and local authorities are, at the time of writing, at an early stage.

11 Declaration

In producing this Policy, this licensing authority declares that it has had regard to the licensing objectives of the Gambling Act 2005, the guidance issued by the Gambling Commission, and any responses from those consulted.

12 Enforcement

Licensing authorities are required by regulation under the Gambling Act 2005 to state the principles to be applied by the authority in exercising the functions under Part 15 of the Act with respect to the inspection of premises; and the powers under section 346 of the Act to institute criminal proceedings in respect of the offences specified.

This Licensing Authority's principles are that:

It will be guided by the Gambling Commission's Guidance for Local Authorities, and Enforcement will endeavour to be:

- Proportionate: regulators should only intervene when necessary: remedies should be appropriate to the risk posed, and costs identified and minimised;
- Accountable: regulators must be able to justify decisions, and be subject to public scrutiny;
- Consistent: rules and standards must be joined up and implemented fairly;
- Transparent: regulators should be open, and keep regulations simple and user friendly; and
- Targeted: regulation should be focused on the problem, and minimise side effects.

As per the Gambling Commission's Guidance for local authorities this licensing authority will endeavour to avoid duplication with other regulatory regimes so far as possible.

This Licensing Authority will also, as recommended by the Gambling Commission's Guidance for Local Authorities, adopt a risk-based inspection programme. Whilst the Gambling Commission's Guidance suggests that the criteria the authority will utilise in this respect are included in this statement, this has not been possible. At the time of writing the Gambling Commission has not published its risk criteria, nor are regulations such as mandatory / default conditions published, nor Codes of Practice. LACORS is working with the Gambling commission to produce a risk model for premises licences and this authority will consider that model once it is made available

The main enforcement and compliance role for this Licensing Authority in terms of the Gambling Act 2005 will be to ensure compliance with the premises licences and other permissions which it authorises. The Gambling Commission will be the enforcement body for operating and personal Licences. It is also worth noting that concerns about manufacture, supply or repair of gaming machines will not be dealt with by the Licensing Authority but will be notified to the Gambling Commission.

This Licensing Authority will also keep itself informed of developments as regards the work of the Better Regulation Executive in its consideration of the regulatory functions of Local Authorities.

Bearing in mind the principle of transparency, this Licensing Authority's enforcement/compliance protocols/written agreements will be available upon request

to the licensing department. Our risk methodology will also be available upon request.

The Council recognises that, apart from the licensing function, there are a number of other mechanisms available for addressing issues of unruly behaviour that can occur away from licensed premises, including:-

1. Planning controls;
2. Ongoing measures to create a safe and clean environment in these areas in partnership with local businesses, transport operators and other Council departments;
3. Regular liaison with the Police on law enforcement issues regarding disorder and anti-social behaviour;
4. The power of the Police, other responsible authorities or local residents and businesses to seek a review of the licence.

Objectors will be required to relate their objection to one of more of the Licensing Objectives, as specified in section 1.4 above, before the Council will be able to consider it.

The Council, in undertaking its licensing function, will have due regard to the need to eliminate unlawful discrimination and to promote equality and good relations between persons of different racial groups.

13 Licensing Authority functions

Licensing Authorities are required under the Act to:

- Be responsible for the licensing of premises where gambling activities are to take place by issuing **Premises Licences**
- Issue **Provisional Statements**
- Regulate **Members' Clubs** and **Miners' Welfare Institutes** who wish to undertake certain gaming activities via issuing Club Gaming Permits and/or Club Machine Permits
- Issue **Club Machine Permits** to **Commercial Clubs**
- Grant permits for the use of certain lower stake gaming machines at **Unlicensed Family Entertainment Centres**
- Receive notifications from alcohol licensed premises (under the Licensing Act 2003) for the use of up to two gaming machines
- Issue **Licensed Premises Gaming Machine Permits** for premises licensed to sell/supply alcohol for consumption on the licensed premises, under the Licensing Act 2003, where there are more than two machines
- Register **Small Society Lotteries** below prescribed thresholds
- Issue **Prize Gaming Permits**

- Receive and Endorse ***Temporary Use Notices***
- Receive ***Occasional Use Notices***
- Provide information to the Gambling Commission regarding details of licences issued (see section above on 'information exchange')
- Maintain registers of the permits and licences that are issued under these functions

It should be noted that local Licensing Authorities will not be involved in licensing remote gambling at all. This will fall to the Gambling Commission via operating licences.

The Gambling Commission has recommended that Licensing Authorities include a list of licensable activities in their policy statements. LACORS has requested a definitive list from the Gambling Commission and this will be incorporated into this policy statement once provided.

PART B

PREMISES LICENCES

1 General Principles

Premises licences will be subject to the requirements set-out in the Gambling Act 2005 and regulations, as well as specific mandatory and default conditions which will be detailed in regulations issued by the Secretary of State. The Licensing Authority can only consider a premises licence application where the applicant ;

- Has the right to occupy and exercise sufficient control over the premises to enforce the terms of the licence: and
- Holds or has applied for an operating licence which allows him or her to carry out the proposed activity
- It should be noted that the premises licence may only be determined once the operating licence has been issued
- The Licensing Authority will expect the applicant for a premises licence to demonstrate that they have or have applied for the appropriate operating and /or personal licences from the Gambling Commission where relevant
- Where no application for an operating licence has been made, the premises licence application will be refused.
- Licensing authorities are able to exclude default conditions and also attach others, where it is believed to be appropriate.

This licensing authority is aware that in making decisions about premises licences it should aim to permit the use of premises for gambling in so far as it thinks it:

- in accordance with any relevant code of practice issued by the Gambling Commission;
- in accordance with any relevant guidance issued by the Gambling Commission ;
- to be reasonably consistent with the licensing objectives; and
- in accordance with the authority's statement of licensing policy.

It is appreciated that as per the Gambling Commission's Guidance for Licensing Authorities "moral objections to gambling are not a valid reason to reject applications for Premises Licences" and also that unmet demand is not a criterion for a Licensing Authority. The Licensing Authority recognises that in the event that it decides to resolve not to issue casino premises licences, then it may have regard to any principle or matter.

Definition of "premises" - Premises is defined in the Act as "any place". Different premises licences cannot apply in respect of a single premises at different times. However, it is possible for a single building to be subject to more than one premises licence, provided they are for different parts of the building and the different parts of the building can be reasonably regarded as being different premises. Whether different parts of a building can properly be regarded as being separate premises will always be a question of fact in the circumstances. However, the Gambling

Commission does not consider that areas of a building that are artificially or temporarily separate can be properly regarded as different premises.

This Licensing Authority takes particular note of the Gambling Commission's Guidance for Local Authorities which states that:

- Licensing Authorities should take particular care in considering applications for multiple licences for a building and those relating to a discrete part of a building used for other (non-gambling) purposes. In particular they should be aware that entrances and exits from parts of a building covered by one or more licences should be separate and identifiable so that the separation of different premises is not compromised and that people do not 'drift' into a gambling area.
- Licensing Authorities should pay particular attention to applications where access to the licensed premises is through other premises (which themselves may be licensed or

unlicensed). Clearly, there will be specific issues that Authorities should consider before granting such applications, for example, whether children can gain access; compatibility of the two establishments; and ability to comply with the requirements of the Act. But, in addition an overriding consideration should be whether, taken as a whole, the co-location of the licensed premises with other facilities has the effect of creating an arrangement that otherwise would, or should, be prohibited under the Act.

It should also be noted that an applicant cannot obtain a full Premises Licence until the premises in which it is proposed to offer the gambling are constructed. The Gambling Commission has advised that reference to "the premises" are to the premises in which gambling may now take place. Thus a Licence to use premises for gambling will only be issued in relation to premises that are ready to be used for gambling. This authority agrees with the Gambling Commission that it is a question of fact and degree whether premises are finished to a degree that they can be considered for a premises licence. The Gambling Commission emphasises that requiring the building to be complete ensures that the Authority can, if necessary, inspect it fully, as can other responsible authorities with inspection rights.

Who can make Applications

An application for a Premises Licence can only be made by a person who either holds an Operating Licence authorising him to carry on the activity in respect of which a Premises Licence is sought, OR has made an application for an Operating Licence which has not yet been determined.

Location - This Licensing Authority is aware that demand issues cannot be considered with regard to the location of premises but that considerations in terms of the licensing objectives can. As per the Gambling Commission's Guidance for Local Authorities, this Authority will pay particular attention to the protection of children and vulnerable persons from being harmed or exploited by gambling, as well as issues of crime and disorder. Should any specific policy be decided upon as regards areas where gambling premises should not be located, this statement will be updated. It should be noted that any such policy does not preclude any application being made and each application will be decided on its merits, with the onus upon the applicant showing how potential concerns can be overcome.

Duplication with other regulatory regimes - This Licensing Authority will seek to avoid any duplication with other statutory/regulatory systems where possible,

including planning. This Authority will not consider whether a licence application is likely to be awarded Planning Permission or Building Regulations approval, in its consideration of it. It will though, listen to, and consider carefully, any concerns about conditions which are not able to be met by licensees due to planning restrictions, should such a situation arise.

Licensing objectives - Premises Licences granted must be reasonably consistent with the licensing objectives. With regard to these objectives, this Licensing Authority has considered the Gambling Commission's Guidance to Local Authorities and some comments are made below.

Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime - This licensing authority is aware that the Gambling Commission will be taking a leading role in preventing gambling from being a source of crime. The Gambling Commission's Guidance does however envisage that Licensing Authorities should pay attention to the proposed location of gambling premises in terms of this licensing objective. Thus, where an area has known high levels of organised crime this Authority will consider carefully whether gambling premises are suitable to be located there and whether conditions may be suitable such as the provision of Door Supervisors. This Licensing Authority is aware of the distinction between disorder and nuisance and will consider factors such as whether police assistance was required and how threatening the behaviour was to those who could see it, so as to make that distinction. Issues of nuisance cannot be addressed via the Gambling Act provisions.

In considering licence applications, the Council may, take into account the following:-

1. The design and layout of the premises;
2. The training given to staff in crime prevention measures appropriate to those premises;
3. Physical security features installed in the premises. This may include matters such as the position of cash registers or the standard of CCTV that is installed;
4. Where premises are subject to age restrictions, the procedures in place to conduct age verification checks;
5. The likelihood of any violence, public order or policing problem if the Licence is granted.

Ensuring that gambling is conducted in a fair and open way

This Licensing Authority has noted that the Gambling Commission has stated that it would generally not expect Licensing Authorities to become concerned with ensuring that gambling is conducted in a fair and open way as this will be addressed via operating and personal licences. There is however, more of a role with regard to tracks which is explained in more detail in the 'tracks' section below.

Protecting children and other vulnerable persons from being harmed or exploited by gambling - This licensing authority has noted the Gambling Commission's Guidance for Local Authorities states that this objective means preventing children from taking part in gambling (as well as restriction of advertising so that gambling products are not aimed at, or are particularly attractive to children). The Licensing Authority will therefore consider, as suggested in the Gambling

Commission's Guidance, whether specific measures are required at particular premises, with regard to this licensing objective. Appropriate measures may include supervision of entrances/machines, segregation of areas etc. Access by children or young persons to those gambling premises which are adult only environments will not be permitted.

This Licensing Authority will also make itself aware of the Codes of Practice which the Gambling Commission issues as regards the licensing objective.

As regards the term "**vulnerable persons**" it is noted that the Gambling Commission is not seeking to offer a definition but states that "it will for regulatory purposes assume that this group includes people who gamble more than they want to; people who gamble beyond their means; and people who may not be able to make informed or balanced decisions about gambling due to a mental impairment, alcohol or drugs " This licensing authority will consider this licensing objective on a case by case basis. Should a practical definition prove possible in future then this policy statement will be updated with it, by way of a revision.

Conditions - Any conditions attached to licences will be proportionate and will be:

- relevant to the need to make the proposed building suitable as a gambling facility;
- directly related to the premises and the type of licence applied for;
- fairly and reasonably related to the scale and type of premises; and
- reasonable in all other respects.

Decisions upon individual conditions will be made on a case by case basis, although there will be a number of measures this Licensing Authority will consider utilising should there be a perceived need, such as the use of supervisors, appropriate signage for adult only areas etc. There are specific comments made in this regard under some of the licence types below. This Licensing Authority will also expect the licence applicant to consider what if any conditions would promote the licensing objectives and to offer his/her own suggestions as to the way in which the licensing objectives can be met effectively. Conditions attached to Premises Licences will, so far as possible, reflect local crime prevention strategies. For example, closed circuit television cameras may be appropriate in certain premises.

This Licensing Authority will also consider specific measures which may be required for buildings which are subject to multiple premises licences. Such measures may include the supervision of entrances; segregation of gambling from non-gambling areas frequented by children; and the supervision of gaming machines in non-adult gambling specific premises in order to pursue the licensing objectives. These matters are in accordance with the Gambling Commission's Guidance.

This Authority will consider how best to ensure and will take reasonable steps to ensure that where category C [See table below] or above machines are on offer in premises to which children are admitted:

- all such machines are located in an area of the premises which is separated from the remainder of the premises by a physical barrier which is effective to prevent access other than through a designated entrance;
- only adults are admitted to the area where these machines are located;
- access to the area where the machines are located is supervised;

- the area where these machines are located is arranged so that it can be observed by the staff or the licence holder; and
- at the entrance to and inside any such areas there are prominently displayed notices indicating that access to the area is prohibited to persons under 18.

These considerations will apply to premises including buildings where multiple premises licences are applicable.

This licensing authority is aware that tracks may be subject to one or more than one premises licence, provided each licence relates to a specified area of the track. As per the Gambling Commission's Guidance, this Licensing Authority will consider the impact upon the third licensing objective and the need to ensure that entrances to each type of premises are distinct and that children are excluded from gambling areas where they are not permitted to enter.

It is noted that there are conditions which the Licensing Authority cannot attach to Premises Licences which are:

- any condition on the premises licence which makes it impossible to comply with an operating licence condition;
- conditions relating to gaming machine categories, numbers, or method of operation;
- conditions which provide that membership of a club or body be required (the Gambling Act 2005 specifically removes the membership requirement for casino and bingo clubs and this provision prevents it being reinstated; and
- conditions in relation to stakes, fees, winning or prizes.

Categories of gaming machines

Section 236 of the Act provides for the Secretary of State to make regulations to define four classes of gaming machine: categories A,B,C and D, with category B to be further divided into sub-categories. The regulations will define the classes according to the maximum amount that can be paid for playing the machine and the maximum prize it can deliver. The regulations may also define the classes according to the nature of the gambling for which the machine may be used and the premises where a machine may not be used. The table below sets out the current proposals, this is subject to change and this will be updated in due course.

Category of machine	Maximum Stake	Maximum Prize
A	Unlimited	Unlimited
B1	£2	£4.000
B2	£100	£500
B3	£1	£500
B4	£1	£250
C	50p	£25
D	10p or 30p when non-monetary prize	£5 cash or £8 non-monetary prize

Door Supervisors – Casinos and Bingo premises have an exemption from the need to register door supervisors with the SIA, as required by the Private Security Industry Act 2001, by virtue of the Gambling Act 2005 Schedule 16 paragraph 17.

The Gambling Commission advises in its Guidance for Local Authorities that Licensing Authorities may consider whether there is a need for door supervisors in terms of the licensing objectives of protection of children and vulnerable persons from being harmed or exploited by gambling, and also in terms of preventing premises becoming a source of crime. It is noted though that the door supervisors at casinos or bingo premises need not be licensed by the Security Industry Authority (SIA).

For premises other than casinos and bingo premises, operators and Licensing Authorities may decide that supervision of entrances / machines is appropriate for particular cases and consideration will be given as to whether door supervisors need to be SIA licensed or not. The Licensing Authority will not assume that they need to be.

2. Adult Gaming Centres

This Licensing Authority will specifically have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling and will expect the applicant to satisfy the authority that there will be sufficient measures to, for example, ensure that under 18 year olds do not have access to the premises.

This Licensing Authority will expect applicants to consider how best to promote the licensing objectives and offer their own measures to meet the licensing objectives. However appropriate measures/licence conditions may cover issues such as:

- Proof of age schemes
- CCTV
- Supervision of entrances / machine areas
- Physical separation of areas

3. (Licensed) Family Entertainment Centres:

This Licensing Authority will specifically have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling and will expect the applicant to satisfy the Authority, for example, that there will be sufficient measures to ensure that under 18 year olds do not have access to the adult only gaming machine areas.

This Licensing Authority will expect applicants to consider how best to promote the licensing objectives and what measures they offer to meet the licensing objectives however appropriate measures / licence conditions may cover issues such as:

- CCTV
- Supervision of entrances / machine areas
- Physical separation of areas
- Location of entry
- Notices / signage
- Specific opening hours

- Self-barring schemes
- Provision of information leaflets / helpline numbers for organisations such as GamCare.
- Measures / training for staff on how to deal with suspected truant school children on the premises

This list is not mandatory, nor exhaustive, and is merely indicative of example measures.

This licensing authority will, as per the Gambling Commission's guidance, refer to the Commission's website to see any conditions that apply to operating licences covering the way in which the area containing the category C machines should be delineated. This licensing authority will also make itself aware of any mandatory or default conditions on premises licences, when they have been published.

4 **Casinos**

Proposal for a casino – There are currently no casinos operating within the Borough.

There is no resolution to prohibit casinos in the Borough at present. The Licensing Authority is aware it has the power to do so under Section 166 of the Gambling Act 2005. However the Council reserves the right to review this situation and may, at some time in the future, resolve not to permit casinos.

Should the Council choose to make such a resolution, this will be a resolution of Full Council

Where a no-casinos resolution has been made. potential licence applicants will be notified of such, and that applications for Casino Premises Licences will not be considered. Any applications received will be returned with a notification that a 'no-casino' resolution is in place.

Casinos and competitive bidding - This Licensing Authority is aware that where a Licensing Authority area is enabled to grant a Premises Licence for a new style casino (i.e. the Secretary of State has made such regulations under Section 175 of the Gambling Act 2005) there are likely to be a number of operators which will want to run the casino. In such situations the Local Authority will run a 'competition' under Schedule 9 of the Gambling Act 2005. This Licensing Authority will run such a competition in line with any regulations / codes of practice issued under the Gambling Act 2005.

Licence considerations / conditions - The Gambling Commission has stated that "further guidance will be issued in due course about the particular issues that Licensing Authorities should take into account in relation to the suitability and layout of casino premises" (Gambling Commission Guidance for Local Authorities - 17.30) This guidance will be considered by this Licensing Authority when it is made available.

Betting machines - This Licensing Authority will, as per the Gambling Commission's Guidance, take into account the size of the premises, the number of counter positions available for person-to-person transactions, and the ability of staff to monitor the use of the machines by children and young persons (it is an offence for those under 18 to bet) or by vulnerable people, when considering the number/nature/circumstances of betting machines an operator wants to offer.

5. Bingo premises

This Licensing Authority notes that the Gambling Commission's Guidance states:

'18.4 - It is important that if children are allowed to enter premises licensed for bingo that they do not participate in gambling, other than on category D machines. Where category C or above machines are available in premises to which children are admitted Licensing Authorities should ensure that:

- all such machines are located in an area of the premises separate from the remainder of the premises by a physical barrier which is effective to prevent access other than through a designated entrance;
- only adults are admitted to the area where the machines are located;
- access to the area where the machines are located is supervised;
- the area where the machines are located is arranged so that it can be observed by staff of the operator or the licence holder; and
- at the entrance to, and inside any such area there are prominently displayed notices indicating that access to the area is prohibited to persons under 18.

This Licensing Authority is also aware that the Gambling Commission is going to issue further guidance about the particular issues that Licensing Authorities should take into account in relation to the suitability and layout of bingo premises. This guidance will be considered by this Licensing Authority once it is made available.

6. Betting premises

Betting machines - This Licensing Authority will, as per the Gambling Commission's Guidance, take into account the size of the premises, the number of counter positions available for person-to-person transactions, and the ability of staff to monitor the use of the machines by children and young persons (it is an offence for those under 18 to bet) or by vulnerable people, when considering the number/nature/circumstances of betting machines an operator wants to offer.

7. Tracks

This Licensing Authority is aware that tracks may be subject to one or more than one Premises Licence, provided each licence relates to a specified area of the track. As per the Gambling Commission's Guidance, this Licensing Authority will give due consideration to, the impact upon all the third licensing objectives. With regard to the third licensing objective, (i.e. the protection of children and vulnerable persons from being harmed or exploited by gambling), this Licensing Authority will consider the need to ensure that entrances to each type of premises are distinct and that children are excluded from gambling areas where they are not permitted to enter.

This Authority will expect the Premises Licence applicant to demonstrate suitable measures to ensure that children do not have access to adult only gaming facilities. It is noted that children and young persons will be permitted to enter track areas where facilities for betting are provided on days when dog-racing and/or horse racing takes place, but that they are still prevented from entering areas where gaming machines (other than category D machines) are provided.

This Licensing Authority will expect applicants to offer their own measures to meet the licensing objectives however appropriate measures / licence conditions may cover issues such as:

- Proof of age schemes
- CCTV
- Supervision of entrances / machine areas
- Physical separation of areas
- Location of entry
- Notices / signage
- Specific opening hours
- Self-barring schemes
- Provision of information leaflets / helpline numbers for organisations such as GamCare

This list is not mandatory, nor exhaustive, and is merely indicative of example measures.

Gaming machines - Further guidance from the Gambling Commission is awaited as regards where such machines may be located on tracks and any special considerations that should apply in relation, for example, to supervision of the machines and preventing children from playing them. This Licensing Authority notes the Commission's Guidance that Licensing Authorities therefore need to consider the location of gaming machines at tracks, and applications for track Premises Licences will need to demonstrate that, where the applicant holds a pool betting operating licence and is going to use his entitlement to four gaming machines, these machines are located in areas from which children are excluded. Children and young persons are not prohibited from playing category D gaming machines on a track.

Betting machines - This Licensing Authority will, as per the Gambling Commission's Guidance, take into account the size of the premises and the ability of staff to monitor the use of the machines by children and young persons (it is an offence for those under 18 to bet) or by vulnerable people, when considering the number/nature/circumstances of betting machines an operator wants to offer. It will also take note of the Gambling Commission's suggestion that Licensing Authorities will want to consider restricting the number and location of such machines in respect of applications for track betting premises licences.

Condition on rules being displayed - The Gambling Commission has advised in its Guidance for Local Authorities that "...Licensing Authorities should attach a condition to track premises licences requiring the track operator to ensure that the rules are prominently displayed in or near the betting areas, or that other measures are taken to ensure that they are made available to the public. For example, the rules could be printed in the race-card or made available in leaflet form from the track office."

Applications and plans - This Licensing Authority awaits regulations setting-out any specific requirements for applications for Premises Licences but is in accordance

with the Gambling Commission's suggestion "To ensure that Licensing Authorities gain a proper understanding of what they are being asked to license they should, in their licensing policies, set out the information that they will require, which should include detailed plans for the racetrack itself and the area that will be used for temporary "on-course" betting facilities (often known as the "betting ring") and in the case of dog tracks and horse racecourses fixed and mobile pool betting facilities operated by the Tote or track operator, as well as any other proposed gambling facilities." and that "Plans should make clear what is being sought for authorisation under the track betting premises licence and what, if any, other areas are to be subject to a separate application for a different type of Premises Licence."

This Licensing Authority also notes that in the Commission's view, it would be preferable for all self-contained premises operated by off-course betting operators on track to be the subject of separate Premises Licences, to ensure that there is clarity between the respective responsibilities of the track operator and the off-course betting operator running a self-contained unit on the premises.

8. Travelling Fairs

It will fall to this Licensing Authority to decide whether, where category D machines and / or equal chance prize gaming without a permit is to be made available for use at travelling fairs, the statutory requirement that the facilities for gambling amount to no more than an ancillary amusement at the fair is met.

The Licensing Authority will also consider whether the applicant falls within the statutory definition of a travelling fair.

It has been noted that the 27-day statutory maximum for the land being used as a fair, is per calendar year, and that it applies to the piece of land on which the fairs are held, regardless of whether it is the same or different travelling fairs occupying the land. This Licensing Authority will work with its neighbouring authorities to ensure that land which crosses our boundaries is monitored so that the statutory limits are not exceeded.

9. Provisional Statements

This Licensing Authority notes the Guidance for the Gambling Commission which states that "It is a question of fact and degree whether premises are finished to a degree that they can be considered for a Premises Licence" and that "Requiring the building to be complete ensures that the Authority could, if necessary, inspect it fully".

In terms of representations about Premises Licence applications, following the grant of a provisional statement, no further representations from relevant authorities or interested parties can be taken into account unless they concern matters which could not have been addressed at the provisional statement stage, or they reflect a change in the applicant's circumstances. In addition, the Authority may refuse the Premises Licence (or grant it on terms different to those attached to the provisional statement) only by reference to matters:

- (a) which could not have been raised by objectors at the provisional licence stage; or
- (b) which is in the Authority's opinion reflect a change in the operator's circumstances.

This Authority has noted the Gambling Commission's Guidance that "A Licensing Authority should not take into account irrelevant matters.... One example of an

irrelevant matter would be the likelihood of the applicant obtaining planning permission or building regulations approval for the proposal."

PART C

PERMITS / TEMPORARY & OCCASIONAL USE NOTICE

1. **Unlicensed Family Entertainment Centre gaming machine permits (Statement of Principles on Permits - Schedule 10 paragraph 7)**

Where a premises does not hold a Premises Licence but wishes to provide gaming machines, it may apply to the Licensing Authority for this permit. It should be noted that the applicant must show that the premises will be wholly or mainly used for making gaming machines available for use (Section 238).

The Gambling Act 2005 states that a Licensing Authority may prepare a *statement of principles* that they propose to consider in determining the suitability of an applicant for a permit and in preparing this statement, and/or considering applications, it need not (but may) have regard to the licensing objectives and shall have regard to any relevant guidance issued by the Commission under section 25. The Gambling Commission's Guidance for Local Authorities also states: "In their three year licensing policy statement, Licensing Authorities may include a statement of principles that they propose to apply when exercising their functions in considering applications for permits....., Licensing Authorities will want to give weight to child protection issues." (24.6)

Guidance also states: "...An application for a permit may be granted only if the Licensing Authority is satisfied that the premises will be used as an unlicensed FEC, and if the Chief Officer of Police has been consulted on the application....Licensing Authorities might wish to consider asking applications to demonstrate:

- a full understanding of the maximum stakes and prizes of the gambling that is permissible in unlicensed FECs;
- that the applicant has no relevant convictions (those that are set out in Schedule 7 of the Act; and
- that staff are trained to have a full understanding of the maximum stakes and prizes. (24.7)

It should be noted that a Licensing Authority cannot attach conditions to this type of permit.

Statement of Principles This Licensing Authority will expect the applicant to show that there are policies and procedures in place to protect children from harm. Harm in this context is not limited to harm from gambling but includes wider child protection considerations. The efficiency of such policies and procedures will each be considered on their merits, however, they may include appropriate measures / training for staff as regards suspected truant school children on the premises, measures / training covering how staff would deal with unsupervised very young children being on the premises, or children causing perceived problems on / around the premises. This Licensing Authority will also expect, as per Gambling Commission Guidance, that applicants demonstrate a full understanding of the maximum stakes and prizes of the gambling that is permissible in unlicensed FECs; that the applicant has no relevant convictions (those that are set out in Schedule 7 of

the Act); and that staff are trained to have a full understanding of the maximum stakes and prizes.

2. (Alcohol) Licensed premises gaming machine permits - (Schedule 13 paragraph 4(1))

There is provision in the Act for premises licensed to sell alcohol for consumption on the premises, to automatically have 2 gaming machines, of categories C and/or D. The premises merely need to notify the Licensing Authority. The Licensing Authority can remove the automatic authorisation in respect of any particular premises if:

- provision of the machines is not reasonably consistent with the pursuit of the licensing objectives;
- gaming has taken place on the premises that breaches a condition of section 282 of the Gambling Act (i.e. that written notice has been provided to the Licensing Authority, that a fee has been provided and that any relevant code of practice issued by the Gambling Commission about the location and operation of the machine has been complied with);
- the premises are mainly used for gaming; or
- an offence under the Gambling Act has been committed on the premises.

If a premises wishes to have more than 2 machines, then it needs to apply for a permit and the licensing authority must consider that application based upon the licensing objectives, any guidance issued by the Gambling Commission issued under Section 25 of the Gambling Act 2005, and “*such matters as they think relevant.*” This Licensing Authority considers that “such matters” will be decided on a case by case basis but generally there will be regard to the need to protect children and vulnerable persons from harmed or being exploited by gambling and will expect the applicant to satisfy the Authority that there will be sufficient measures to ensure that under 18 year olds do not have access to the adult only gaming machines. Measures which will satisfy the Authority that there will be no access may include the adult machines being in sight of the bar, or in the sight of staff who will monitor that the machines are not being used by those under 18. Notices and signage may also be help. As regards the protection of vulnerable persons applicants may wish to consider the provision of information leaflets / helpline numbers for organisations such as GamCare.

It is recognised that some alcohol licensed premises may apply for a premises licence for their non-alcohol licensed areas. Any such application would most likely need to be applied for, and dealt with as an Adult Gaming Centre premises licence.

It should be noted that the Licensing Authority can decide to grant the application with a smaller number of machines and/or a different category of machines than that applied for. Conditions (other than these) cannot be attached.

It should also be noted that the holder of a permit must comply with any Code of Practice issued by the Gambling Commission about the location and operation of the machine.

3. Prize Gaming Permits - (Statement of Principles on Permits - Schedule 14 paragraph 8 (3))

The Gambling Act 2005 states that a Licensing Authority may “*prepare a statement of principles that they propose to apply in exercising their functions under this Schedule*” which “*may, in particular, specify matters that the Licensing Authority propose to consider in determining the suitability of the applicant for a permit*”.

This Licensing Authority has prepared a **Statement of Principles** which is that the applicant should set out the types of gaming that he or she is intending to offer and that the applicant should be able to demonstrate:

- that they understand the limits to stakes and prizes that are set out in Regulations;
- and that the gaming offered is within the law.

In making its decision on an application for this permit the Licensing Authority does not need to have regard to the licensing objectives but must have regard to any Gambling Commission guidance.

It should be noted that there are conditions in the Gambling Act 2005 by which the permit holder must comply, but that the Licensing Authority cannot attach conditions. The conditions in the Act are:

- the limits on participation fees, as set out in regulations, must be complied with;
- all chances to participate in the gaming must be allocated on the premises on which the gaming is taking place and on one day; the game must be played and completed on the day the chances are allocated; and the result of the game must be made public in the premises on the day that it is played;
- the prize for which the game is played must not exceed the amount set out in regulations (if a money prize), or the prescribed value (if non-monetary prize); and
- participation in the gaming must not entitle the player to take part in any other gambling.

4. Club Gaming and Club Machines Permits

Members Clubs and Miners' welfare institutes (but not Commercial Clubs) may apply for a Club Gaming Permit or a Clubs Gaming machines permit. The Club Gaming Permit will enable the premises to provide gaming machines (3 machines of categories B, C or D), equal chance gaming and games of chance as set-out in forthcoming regulations. A Club Gaming machine permit will enable the premises to provide gaming machines (3 machines of categories B, C or D).

Gambling Commission Guidance states: "Members clubs must have at least 25 members and be established and conducted “wholly or mainly” for purposes other than gaming, unless the gaming is permitted by separate regulations. It is anticipated that this will cover bridge and whist clubs, which will replicate the position under the Gaming Act 1968. A members' club must be permanent in nature, not established to make commercial profit, and controlled by its members equally. Examples include working men's clubs, branches of Royal British Legion and clubs with political affiliations."

The Commission Guidance also notes that "Licensing Authorities may only refuse an application on the grounds that:

- (a) the applicant does not fulfil the requirements for a members' or commercial club or miners' welfare institute and therefore is not entitled to receive the type of permit for which it has applied;
- (b) the applicant's premises are used wholly or mainly by children and/or young persons;
- (c) an offence under the Act or a breach of a permit has been committed by the applicant while providing gaming facilities;
- (d) a permit held by the applicant has been cancelled in the previous ten years;
or
- (e) an objection has been lodged by the Commission or the police.

There is also a 'fast-track' procedure available under the Act for premises which hold a Club Premises Certificate under the Licensing Act 2003 (Schedule 12 paragraph 10). As the Gambling Commission's Guidance for local authorities states: "Under the fast-track procedure there is no opportunity for objections to be made by the Commission or the police, and the ground upon which an Authority can refuse a permit are reduced." and "The grounds on which an application under the process may be refused are:

- (a) that the club is established primarily for gaming, other than gaming prescribed under schedule 12;
- (b) that in addition to the prescribed gaming, the applicant provides facilities for other gaming; or
- (c) that a club gaming permit or club machine permit issued to the applicant in the last ten years has been cancelled."

There are statutory conditions on club gaming permits that no child uses a category B or C machine on the premises and that the holder complies with any relevant provision of a code of practice about the location and operation of gaming machines.

5. Temporary Use Notices

There are a number of statutory limits as regards temporary use notices. Gambling Commission Guidance is noted that "The meaning of "premises" in part 8 of the Act is discussed in Part 7 of this guidance. As with "premises", the definition of "a set of premises" will be a question of fact in the particular circumstances of each notice that is given. In the Act "premises" is defined as including "any place". In considering whether a place falls within the definition of "a set of premises", Licensing Authorities will need to look at, amongst other things, the ownership/occupation and control of the premises...This is a new permission and Licensing Authorities should be ready to object to notices where it appears that their effect would be to permit regular gambling in a place that could be described as one set of premises."

6. Occasional Use Notices:

The Licensing Authority has very little discretion as regards these notices aside from ensuring that the statutory limit of 8 days in a calendar year is not exceeded. This

Licensing Authority will though consider the definition of a 'track' and whether the applicant is permitted to avail him/herself of the notice.

1. Transitional Arrangements

During the transitional arrangements period specified in the Act, a Premises Licence will be issued to persons applying under an Order made by the Secretary of State under Schedule 18 of the Act, who have supplied the required information, documentation and fee. Issue of licences will be on the basis of existing permissions being continued. If however, the Police make a representation that the conversion of an existing licence would undermine the crime prevention and disorder objective, the licence will be referred to the Council's Licensing Sub-Committee for consideration.

2. Consultees

The Statement of Licensing Policy will be subject to formal consultation with:-

1. The Chief Officer of the Metropolitan Police for Haringey;
2. Persons who appear to the authority to represent the interests of persons carrying on gambling businesses in the authority's area;
3. Persons/bodies who appear to the authority to represent the interests of persons likely to be affected by the exercise of the authority's function under The Gambling Act 2005.

A full list of consultees can be provided on request from the Licensing Team

3 LEGISLATION, POLICIES AND STRATEGIES

3.1 Legislation

In undertaking its licensing function under the Gambling Act 2005, the Council is also bound by other legislation, including:-

1. Section 17 of the Crime and Disorder Act 1988;
2. Human Rights Act 1998;
3. Health and Safety at Work Act 1974;
4. Environmental Protection Act 1990;
5. The Anti-Social Behaviour Act 2003;
6. The Race Relations Act 1976 (as amended);

However, the policy is not intended to duplicate existing legislation and regulation regimes that already place obligations on employers and operators.

3.2 Relationship with Planning Policies

When determining an application, the Licensing Authority cannot take into account “irrelevant matters” such as the likelihood of the applicant obtaining planning permission or building control approval.

An applicant can apply for a “provisional statement” if the building is not complete or if he does not yet have a right to occupy it. Such an application is, however, a separate and distinct process to the granting of planning permission or building control approval.

3.3 National Strategies

The Council will also seek to discharge its responsibilities identified by other Government Strategies, in so far as they impact on the objectives of the licensing function.

3.4 Local Strategies and Policies

Where appropriate, the Council will consider applications with reference to other adopted local strategies and policies, including the following:-

1. The Council's Community Strategy; 2003-2007
2. The Haringey Safer Communities Strategy: 2005-2008
3. Enforcement Policies.

4. Integrating Strategies

There are many stakeholders involved in the Leisure industry and many are involved in the promotion of the licensing objectives. A number of stakeholders' plans and strategies deal with matters related to the licensing function. Where this is the case, the Council will aim, as far as possible, to co-ordinate them.

The Council considers that where appropriate and in so far as is consistent with the Gambling Act, Guidance and Codes of Practice issued under sections 24 and 25 of the Gambling Act 2005, it is desirable that this Policy complements other relevant plans and strategies aimed at the management of town centres and the night-time economy.

Relevant plans and strategies include:-

- ❖ Crime and Disorder Strategy – The Council will fulfil its duty under section 17 of the Crime and Disorder Act 1998 to do all it reasonably can to prevent crime and disorder in the Borough. As far as possible, licensing decisions will aim to contribute to the targets set in the Crime and Disorder Strategy and conditions attached to licences and certificates will reflect local crime prevention strategies.
- ❖ Safer Communities Strategy

The Community Safety Strategy is committed to tackling the key areas of crime and building prevention initiatives into neighbourhoods. The licensing authority will support the work of the Safer Communities Strategy within the scope of the licensing objectives under the Act

- ❖ Haringey Council – A Community Plan – As far as possible, any licensing decisions will be in line with the aspirations of this community plan.
- ❖ Local Transport Plan – the Council aims to work with the local transport authority and will consider ways in which the public can be dispersed from licensed premises and events so as to avoid disturbance, crime and disorder. The Police will be encouraged to report on matters related to the swift and safe dispersal of people from licensed premises.
- ❖ Racial Equality – The Council is required under race relations legislation to have due regard to the need to eliminate unlawful discrimination and to promote equality of opportunity and good relations between persons of different racial groups. The impact on these issues of the Gambling Policy will be monitored and amendments will be made as necessary.
- ❖ Domestic Violence Strategy – The Council will ensure consultation to ensure that any correlation between gambling and domestic violence can be detected at the earliest opportunity.
- ❖ Alcohol Strategy – The Council will as far as possible have regard to this strategy and conditions attached to licences and certificates will reflect the key elements of this strategy.
- ❖ Children and Young Persons Strategy – The Council will have regard to the impact on this strategy and the criteria for safeguarding children from becoming addicted.
- ❖ Anti-Poverty Strategy – As far as possible, any licensing decisions will have regard to this strategy. The Licensing Authority and decisions made in respect of licensed premises will support the work of the Anti Poverty Strategy as it is developed, and where the matter is within the scope of the licensing objectives under the Act.
- ❖ Human Rights – The Human Rights Act 1998 incorporates the European Convention on Human Rights and makes it unlawful for a local authority to act in a way which is incompatible with a Convention right. The Council will have particular regard to the following relevant provisions of the European Convention on Human Rights:-
 - Article 6 that in the determination of civil rights and obligations, everyone is entitled to a fair and public hearing within a reasonable time by an independent and impartial tribunal established by law;
 - Article 8 that everyone has the right to respect for his home and private and family life;
 - Article 1 of the First Protocol that every person is entitled to the peaceful enjoyment of his or her possessions, including for example the possession of a licence.
- ❖ Proper integration will be assured by the Licensing Authority's Licensing Committee providing reports, when appropriate, to its Planning Committee on the situation regarding licensed premises in the area, including the general impact of gambling related crime and disorder, to enable the Planning Committee to have regard to such matters when taking its decisions.
- ❖ The Council will ensure that the Licensing Committee receives reports, when appropriate, on the needs of the local tourist economy to ensure that these are reflected in their considerations.

- ❖ Economic Strategies – The Council will ensure that the Licensing Committee is appraised of the employment situation in the area and the need for new investment and employment where appropriate.
- ❖ Enforcement Policy – All licensing enforcement will be conducted in accordance with the Enforcement Concordat, and the Haringey Enforcement Policy.

These links to other corporate strategies will be formulated in detail as a result of the consultation process.

5 DECISION MAKING

5.1 Committee Terms of Reference

A Licensing Sub-Committee of Councillors will sit to hear applications where representations have been received from interested parties and responsible authorities. Ward Councillors will not sit on a Sub-Committee involving an application within their ward.

The Licensing Committee will also sit to determine general licensing matters that have been delegated to it by the full Council that are not associated with the Gambling Act 2005.

Where a Councillor who is a member of the Licensing Committee is making or has made representations regarding a licence on behalf of an interested party, in the interests of good governance they will disqualify themselves from any involvement in the decision making process affecting the licence in question.

The Licensing Sub-Committee will also refer to the Licensing Committee any matter it is unable to deal with because of the number of its members who are unable to take part in the consideration or discussion of any matter or vote on any question with respect to it.

The Licensing Committee will refer to the full Council any matter it is unable to deal with because of the number of its members who are unable to take part in the consideration or discussion of any matter or vote on any question with respect to it.

Every determination of a licensing decision by the Licensing Committee or a Licensing Sub-Committee shall be accompanied by clear, cogent reasons for the decision. The decision and the reasons for that decision will be sent to the applicant and those who have made relevant representations as soon as practicable. A summary of the decision shall also be posted on the Council's website as soon as possible after the decision has been confirmed, where it will form part of the statutory licensing register required to be kept by the Council.

The Council's Licensing Officers will deal with all other licensing applications where either no representations have been received, or where representations are irrelevant, frivolous or vexatious will be made by Council Officers, who will make the

decisions on whether representations or applications for licence reviews should be referred to the Licensing Committee or Sub-Committee. Where representations are rejected, the person making that representation will be given written reasons as to why that is the case. There is no right of appeal against a determination that representations are not admissible.

5.2 Allocation of Decision Making Responsibilities

The Council will be involved in a wide range of licensing decisions and functions and has established a Licensing Committee to administer them.

Appreciating the need to provide a speedy, efficient and cost-effective service to all parties involved in the licensing process, the Committee has delegated certain decisions and functions and has established a Sub-Committee to deal with them.

Many of the decisions and functions will be purely administrative in nature and the grant of non-contentious applications, including for example those licences and permits where no representations have been made, will be delegated to Council Officers.

The table shown at Appendix A sets out the agreed delegation of decisions and functions to Licensing Committee, Sub-Committee and Officers.

This form of delegation is without prejudice to Officers referring an application to a Sub-Committee or Full Committee if considered appropriate in the circumstances of any particular case.

5.3 Licensing Reviews

The Council will carry out a review of a Premises Licence where it has received a formal application for review in accordance with the Act that is relevant to one of more of the Licensing Objectives and is relevant to the matters listed below,

- in accordance with any relevant code of practice issued by the Gambling Commission;
- in accordance with any relevant guidance issued by the Gambling Commission;
- reasonably consistent with the licensing objectives; and
- in accordance with the authority's statement of licensing policy.

Representations may include issues relating to the following:-

1. Use of licensed premises for the sale and distribution of class A drugs and/or the laundering of the proceeds of drugs crimes;
2. Use of licensed premises for the sale and distribution of illegal firearms;
3. Use of licensed premises for prostitution or the sale of unlawful pornography;
4. Use of licensed premises as a base for organised crime activity;

5. Use of licensed premises for the organisation of racist, homophobic or sexual abuse or attacks;
6. Use of licensed premises for the sale of smuggled tobacco or goods;
7. Use of licensed premises for the sale of stolen goods;
8. Children and/or vulnerable persons being put at risk.

Due consideration will be given to all relevant representations unless they fit the following:-

- (a) The grounds are frivolous;
- (b) The grounds are vexatious;
- (c) The grounds are irrelevant;
- (d) The grounds will not cause the Licensing Authority to revoke or suspend a licence or to remove, amend or attach conditions on the premises licence;
- (d) The grounds will not cause the Licensing Authority to revoke or suspend a licence or to remove, amend or attach conditions on the premises licence;
- (e) The grounds are substantially the same as the grounds cited in a previous application relating to the same premises; or
- (f) The grounds are substantially the same as representations made at the time the application for a premises licence was considered.

A premises licence may also be reviewed by the Licensing Authority of its own volition.

6. LOCAL STANDARDS

6.1 Enforcement

The Council is a signatory to the Enforcement Concordat and will follow the principles set out in it. The concordat is based around the principles of consistency, transparency and proportionality.

The Enforcement Concordat (available upon request) proposes that a graduated response is taken where offences against legislation are found or where licence conditions have been contravened. An isolated administrative offence, such as failing to maintain certain records, may be dealt with by way of a written warning. More serious offences may result in a referral to Sub-Committee, the issue of a Formal Caution or a referral for prosecution.

The Council intends to use appropriate enforcement to promote the licensing objectives. Once licensed, it is essential that premises are monitored to ensure that they are run in accordance with their operating schedules, in compliance with the specific requirements of the Act and in compliance with any licence conditions. It will also be important to monitor the Borough for unlicensed premises.

The Council will seek to work actively with the Police in enforcing licensing legislation and intends to establish protocols with the Metropolitan Police and, Haringey Trading Standards Department and London Fire and Emergency Planning Authority on enforcement issues to ensure an efficient deployment of police and council officers.

7. COMPLAINTS AGAINST LICENSED PREMISES

The Council will investigate complaints against licensed premises in relation to matters relating to the licensing objectives for which it has responsibility. In the first instance, complainants are encouraged to raise the complaint directly with the licence holder or business concerned to seek a local resolution.

Where an interested party has made either a valid representation about licensed premises or a valid application for a licence to be reviewed, the Council may initially arrange a conciliation meeting to address and clarify the issues of concern.

This process will not override the right of any interested party to ask that the licensing committee consider their valid objections, or for any licence holder to decline to participate in a conciliation meeting.

Due consideration will be given to all relevant representations unless they fit the exceptions in 3.3 above.

8 FURTHER INFORMATION

Further information about the Gambling Act 2005, this Statement of Gambling Policy or the application process can be obtained from:-

***Licensing Unit
Commercial and Environmental Protection Group
Civic Centre
High Road, Wood Green
LONDON
N22 8LE***

***Tel: 020 8489 5103 Fax: 020 8489 5528
E-mail: licensing@haringey.gov.uk***

Information is also available from:-

***Gambling Commission
Berkshire House
168-173 High Holborn
LONDON
WC1V 7AA***

***Tel: 020 7306 6219
Website: www.gamblingcommission.gov.uk***

APPENDIX A

TABLE OF DELEGATIONS OF LICENSING FUNCTIONS

MATTER TO BE DEALT WITH	FULL COUNCIL	SUB-COMMITTEE	OFFICERS
Three year licensing policy	X		
Policy not to permit casinos	X		
Fee Setting - when appropriate			If the Council has any discretion under the Regs, the it will be for officers to propose and for Licensing Committee to approve.
Application for premises licences		Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Application for a variation to a licence		Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Application for a transfer of a licence		Where representations have been received from the Commission	Where no representations received from the Commission
Application for a provisional statement		Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Review of a premises licence			The initial grounds for review will be for officers to validate. Licensing Sub Committee will then hear the review if the grounds are valid under s.198
Application for club gaming /club machine permits		Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Cancellation of club gaming/ club machine permits			Cancellation of club gaming /machine permits and other permits decisions would be appropriate for officers.
Applications for other permits			Dealt with by officers

Cancellation of licensed premises gaming machine permits			Dealt with by officers
Consideration of temporary use notice			Officers would initially object to applications that did not reach the required criteria
Decision to give a counter notice to a temporary use notice		X	Delegated to officers because of time constraints. In difficult cases the Chair of The Licensing Committee could be consulted.

Appendix B

CONSULTATION IN RELATION TO HARINGEY'S DRAFT STATEMENT OF GAMBLING POLICY

Responses received from Consultees (Organisations/Bodies)	Comments made by the Consultees	What Haringey's Draft Statement says	Changes required / or not
The Salvation Army	We would urge you to measure each aspect against the yardstick of protection for those most susceptible to developing gambling problems. As the Act does not ban children from gambling on Category D machines, we would request that applicants are made to demonstrate appropriate measures in preventing, monitoring and challenging underage gambling and that this is evidenced by building design, location signage. staffing levels and working practices. We would express our concern that gambling premises not be located within or in close proximity to activities aimed at children or young people, this would include cinema complexes leisure centres and the like.	<p>Page 14 – states steps the Council would consider taking into account all of these matters as mentioned.</p> <p>Location- pg 12. It is acceptable for the LA to have a policy as regards certain premises not being suitable for certain areas. This is also referred to in the Gambling Commissions Guidance. There would need to be an opportunity given to any applicants to demonstrate that this policy should not be applied to his/her case, this will ensure the policy is not rigid.</p>	<p><u>No change required to Policy.</u></p> <p><u>No change required to Policy.</u></p>

Responses received from consultees (Organisations/Bodies)	Comments made by The consultees	What Haringey's Draft Statement says	Changes required/ or not
<p>Gam Care – National Association for gambling Care, Educational Resources and Training</p>	<p>All local authorities have a duty of care and become "Corporate Parents" Gambling is a hidden form of addiction with little recognition. A list of inclusion for either the policy or as part of the licensing conditions.</p> <ol style="list-style-type: none"> 1. The sale and distribution of controlled and the laundering of the proceeds of drugs to support gambling. 2. Prostitution to feed gambling needs. 3. Any unlawful gaming gambling and betting 4. The sale and distribution of controlled and the laundering of the proceeds of drugs to support gambling. 	<p>The Act seeks to ensure that help is available for those with a gambling addiction. How this information is disseminated to patrons within a premises will no doubt be clarified by the applicant in the application form on a case by case basis.</p>	<p><u>No change required to Policy.</u></p>

Responses received from consultees (Organisations/Bodies)	Comments made by The consultees	What Haringey's Draft Statement says	Changes required/ or not
	<p>5. The sale and distribution of controlled and the laundering of the proceeds of drugs to support gambling.</p> <p>6. Prostitution to feed gambling needs.</p> <p>7. Any unlawful gaming gambling and betting</p> <p>8. The sale and distribution of controlled and the laundering of the proceeds of drugs to support gambling.</p> <p>9. Prostitution to feed gambling needs.</p> <p>10. All leaflets giving assistance to problem gaming clearly displayed in prominent and areas such as toilets for example where they will be more discreet. This will give certain anonymity.</p> <p>11. Self exclusion forms available</p> <p>12. Operator must have a regard to best practice issued by organisations that represent the interest of vulnerable people.</p> <p>13. On machines such as FOBTs, the odds clearly displayed.</p> <p>14. All A.T.M. or cash terminals to be separate from gaming machines, so that clients will</p>	<p>All these matters are in the Policy</p>	

Responses received from consultees (Organisations/Bodies)	Comments made by The consultees	What Haringey's Draft Statement says	Changes required/ or not
	<p>have to leave the machine for more funds if so required. They should also display stickers with GamCare Helpline information positioned prominently on machine.</p> <p>15. Social responsibility must be adhered to and mentioned at all times when reasonable.</p> <p>16. It has been mentioned in the statement however it is so important clear visible signs of age restrictions are clearly displayed in gaming or betting establishments, also entrance s to gambling and betting areas as well as supervised and age identification verified.</p> <p>17. Posters displayed suggesting 'stat in control of your gambling' with details of GamCare telephone number and website.</p> <p>18. Please ensure that fruit machines are not situated in Mini Cab offices or takeaways or other unlicensed premises where children may have access to them.</p>		<p><u>No change required to Policy.</u></p> <p>Fruit machines in minicab offices: this borough already has a nil resolution on this. The Government has now seen fit to make it law across the country. We have produced and distributed separate literature advising of this.</p>

Responses received from consultees (Organisations/Bodies)	Comments made by The consultees	What Haringey's Draft Statement says	Changes required/ or not
British Beer and Pub Association	Minimum age requirements compliance should be by recognised ID such as a PASS accredited proof of age card, driving licence or passport where there is doubt that the player is 18 years of age or over.	This can be offered up by applicant at point of application.	The Child Protection Nominee (RA) will no doubt make request for this if he/she feels it is not addressed adequately in the application. This maybe by way of stating a recognised proof of age scheme.
	<p>For more than 2 machines. We would also like a generic form, for such permits.</p> <p>Transitional arrangements –</p> <p>Transitional arrangements to be mentioned in Policy or separate guidance to alcohol licensed premises in relation to the existing number of gaming machines. This is an automatic right and is not subject to approval from the Licensing Authority.</p>	<p>Cannot promote this approach, this should be on a case by case basis.</p> <p>There is a generic form. We can provide the procedure under a separate guidance note.</p>	<p>No change to Policy</p> <p>Separate guidance will cover this, it does not need to be in policy.</p>
Grosschalks solicitors Representing the Association of Book Makers	<p>Door Supervisors –</p> <p>They have never been operationally required; we would specifically ask that the policy reflects this by stating</p>	The licensing authority does have the ability under section 169 of the Act to impose licence conditions. These could include a requirement for door supervision as provided for	Can remain in Policy it is a consideration that will be there for Members if they see fit to impose a door supervisor condition

		in section 178. If a person employed on door supervision would be required to hold a licence issued by the SIA, that requirement will have force as though it were a condition on the premises licence . An exemption to this requirement is granted to holders of casino and and bingo premises licences under the Private Security Industry Act 2001.	
Responses received from consultees (Organisations/Bodies)	Comments made by The consultees	What Haringey's Draft Statement says	Changes required/ or not
	<p><i>there is no evidence that the operation of betting offices has required door supervisors. For the protection of the public. The Authority will make a door supervision requirement only if there is clear evidence from the history of trading at the premises that the premises cannot be adequately supervised from the counter and that door supervision is both necessary and proportionate.</i></p> <p>Betting Machines –</p> <p>These are machines on the shop floor of the betting office which customers can place a bet without having to visit</p>	The proposed amendments as regards	

	<p>the counter, and should not be confused with fixed odds betting terminals – Category B2 gaming machines, or amusement with prize machines. One may place a bet in an adult only environment, it is suggested that the policy states; <i>While the authority has discretion as to the number, nature and circumstances of use of betting machines, there is no evidence that such machines give rise to regulatory concerns. This Authority will consider limiting the number of machines only where there is clear</i></p>	<p>the licensing objectives is not necessary as it does not form a part of the key decision making process. The consideration of whether the staff can monitor the machine may well be a consideration. I feel we do not need to alter this. (pg 18).</p>	<p>No change to policy required</p>
<p>Responses received from consultees (Organisations/Bodies)</p>	<p>Comments made by The consultees</p>	<p>What Haringey's Draft Statement says</p>	<p>Changes required/ or not</p>
	<p><i>evidence that such machines have been or are likely to be used in breach of the licensing objectives. Where there is such evidence, this Authority may consider, when reviewing the Licence, the ability of staff to monitor the use of such machines from the counter.</i></p> <p>Re-site Applications –</p> <p>It is hoped that the Licensing Authority will wish to endorse and support this natural progress and improvement to the industry. It is requested that the policy positively encourages or at least state that the Authority will give sympathetic consideration to, re-sites</p>	<p>Cannot promote this as it does not necessarily relate to the licensing objectives.</p>	

	<p>within the same locality and extensions in order to enhance the quality of a facility provided for the benefit of the betting public.</p> <p>Enforcement</p> <p>The policy should include the following lines;</p> <p><i>'The Authority recognises that certain bookmakers have a number of premises within an area. In order to ensure that any compliance issues are</i></p>		
		This does not need to go into the policy.	
Responses received from consultees (Organisations/Bodies)	Comments made by The consultees	What Haringey's Draft Statement says	Changes required/ or not
	<p><i>Recognised and resolved at the earliest stage, operators are requested to give the Authority a single named point of contact, who should be a senior individual, and whom the Authority will contact first should any compliance queries or issues arise'.</i></p> <p>Application for Premises Licences –</p> <p>Delete reference from page 12 that application must be accompanied by assessment that demonstrates how the applicant will promote all the licensing objectives in the form of a written operating schedule. This is not stated in the Gambling Act 2005.</p>	<p>This can be removed, it had been inserted but was meant to be in relation to an application for applicants wanting to apply for a family gaming centre. Applicants for Gaming licences are not required to complete an Operating Schedule as with the</p>	<p>This is an operational matter and can be offered up in the application submitted not required to go into the policy.</p> <p>An operating schedule is not part of the process required under the Gambling Act 2005. A copy of the application forms issued by Government are available to view.</p>

	<p>Page 13 –</p> <p>In determining applications the Council <i>'will particularly take into account'</i>, such matters should only be an issue if a valid representation has been made. This is beyond the Council's duty and is not <i>'aiming to permit'</i>.</p>	<p>Licensing Act 2003.</p> <p>This wording has been altered to:</p> <p>This Authority will consider how best to ensure and will take reasonable steps to ensure that.. <i>throughout the document</i></p> <p>.....</p>	
<p>Responses received from consultees (Organisations/Bodies)</p>	<p>Comments made by The consultees</p>	<p>What Haringey's Draft Statement says</p>	<p>Changes required/ or not</p>
	<p>Door Supervisors</p> <p>Page 16 – redraft to widen the scope of persons eligible to work as door supervisors at exempt premises – not just SIA trained personnel.</p>	<p>Redrafted to clarify that options are open. Pg16</p>	
<p>Anna Thomas Define Insight Community Group</p>	<p>No more gambling or betting shops in this Borough. This is an abuse of poverty and distress, the Council should not licence them preying in areas where people are desperate.</p>	<p>Cannot be considered – oversupply is not a valid reason.</p>	

<p>Robert Edmonds Age Concern Haringey</p>	<p>Mention of the Council's definition of vulnerable adult(to include the word AGE) throughout the document would be useful.</p> <p>Anti Poverty working Group? Where does this come from?</p> <p>Working alongside HAVCO, Age concern to inform trustees of their responsibilities in terms of licensing and to enable them to agree to a voluntary code of practice providing signposting to local or national addition support organisation. Age concern Turkish elders Project has now ceased.</p> <p>Haringey forum for Older People were omitted from consultation list.</p>	<p>Not required it is not stated in the Act.</p> <p>Being put together by Social Services</p> <p>We can supply contact details of GamCare and any literature directly to these groups.</p> <p>Now added for future use</p>	<p>No alteration to policy</p>
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The Executive*On 31 October 2006*

Report title: URGENT ACTIONS TAKEN IN CONSULTATION WITH EXECUTIVE MEMBERS

Report of: The Chief Executive

1. Purpose

To inform the Executive of urgent actions taken by Directors in consultation with Executive Members.

The report details urgent actions taken by Directors in consultation with Executive Members since last reported. Item number 13 (2006-7) has not previously been reported.

2. Recommendations

That the report be noted.

Report authorised by: Ita O'Donovan, Chief Executive

Contact officer: Richard Burbidge

Telephone: 020 8489 2923

4. Access to information:

Local Government (Access to Information) Act 1985

4.1 Background Papers

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

Executive Member Consultation Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

1. DIRECTOR'S ACTION – 2006-07

Exempt forms are denoted by ♦

No	Directorate	Date received in EMO	Date approved by Director	Date approved by Executive Member/ Leader	Title	Decision
13.	Chief Executives	11.10.06	J.Holliday	G.Meehan	Stoneleigh Road – Award of Contract	♦Approval to award the contract for the construction contract services on the Stoneleigh Road project to Breyer Group Ltd. in the sum of £1,115,252.86.

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The Executive*On 31 October 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 August 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 and Delegated Actions - September 2006

◆ denotes background papers are Exempt.

Items in **bold** denote agreed decisions over £50k

No	Date approved by ACE (Access)	Title	Decision
1.	04/09/06	IT In-sourcing Programme – External recruitment services from Certes and Harvey Nash for the organisational re-structure of IT Services	Agreed
2.	13/09/06 (released)	Cabling works for the refurbishment of Alexandra House	Agreed

Delegated Action

Type	Number
IT In-sourcing Programme – Request by delegated authority for approval of the detailed organisational structure for IT Services.	1

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ASSISTANT CHIEF EXECUTIVE OF (STRATEGY SERVICE)

Significant decisions - Delegated Action 2005/06

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1	17 July 2006	Groundwork Trust	<p>This is a contract to engage with 3/4 Council services to deliver 8 pilot projects as part of a wider review, seeking to establish the need for the set up of a Groundwork Trust in Haringey.</p> <p>As part of the two-phase review (consulted on with Members in July 2002) the service provider (Groundwork) will manage and deliver 8 pilot projects with various Council departments and partners to demonstrate dynamic project delivery, external management and the formation of broad partnerships.</p> <p>Total cost of the contract : £127,000.00.</p>
2	24 August 2006	NLL (North London Limited)	<p>This is a contract on behalf of Haringey/Enfield/Waltham Forest and the NLSA (North London Strategic Alliance) for the appointment of a consultant in relation to the Upper Lee Valley Vision Project.</p> <p>Total Cost of the contract : £117,500.00</p>
3	4 October 2006	SSCF Neighbourhood Element:	<p>This is a pilot programme of the following six interventions to tackle worklessness in 3 neighbourhoods – Bruce Grove, Noel Park and Northumberland Park. The Enterprise Theme Board approved this project on 10 July 2006.</p> <p>Grant funded – therefore No budget/financial implications. Contract for Employment and Skills intervention awarded to this programme for the Period August 06 – March 08.</p>

ASSISTANT CHIEF EXECUTIVE OF (STRATEGY SERVICE)

Significant decisions - Delegated Action 2005/06

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
A		Northumberland Park School	Approved under Measure 1a of the Prospectus, this will provide an improved vocational offer for Year 10 and Year 11 pupils. £200,000 grant funded
B		Positive Employment	Approved under Measure 1b of the Prospectus, this will deliver job brokerage services to support CONEL students into employment. £100,000 Grant funded
C		Talent – At Work	Approved under Measure 2a of the Prospectus, this will deliver job brokerage services in Haringey-based Council Services. £200,000 grant funded
D		Haringey Teaching Primary Care Trust	Approved under Measure 2b of the Prospectus, this will deliver job brokerage services in Haringey-based GP surgeries. £200,000 grant funded
E		HAVCO	Approved under Measure 3 of the Prospectus, this will deliver 150 work placements and 30 FTE job opportunities. £100,000 grant funded
F		Neighbourhood Employment Officer – 1 post	Details of any establishment changes will be submitted by Neighbourhood Management

Delegated Action	
Type	Number
Grants to Community Organisations	6

DIRECTOR of Children and Young People's Service

Significant decisions - Delegated Action September 2006

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.			
2.			
3.			
4.			

Delegated Action

Type	Number
Increase in staffing for NVA Training Team for Early Childhood Services (x 2 NVQ trainers)	1
Establishment of new posts under the Children and Families Leaving Care Service structure (Asylum related)	1
Waiver of Contract CSO 6.3 BWF ILC	1

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