

NOTICE OF MEETING

Executive

TUESDAY, 21ST NOVEMBER, 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 20 below. New items of exempt business will be dealt with at item 22 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 31 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. PROGRAMME HIGHLIGHT REPORT - SEPTEMBER 2006 (PAGES 7 - 86)

(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 September 2006.

8. THE COUNCIL'S PERFORMANCE - SEPTEMBER 2006 (PAGES 87 - 118)

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

9. HARINGEY COUNCIL'S PROPOSAL FOR THE NEW SCHOOL IN HARINGEY HEARTLANDS (PAGES 119 - 138)

(Report of the Director of the Children and Young People's Service – To be introduced by the Executive Member for Children and Young People): To provide an update on the new secondary school consultation and to seek agreement to the Council's own proposals to promote the new secondary school.

10. LEARNER SUPPORT FUND (LSF) (PAGES 139 - 150)

(Report of the Director of the Children and Young People's Service – To be introduced by the Executive Member for Children and Young People): To agree the Council's policy on how the LSF is allocated, including assessing learners' income and a procedure for learners to appeal if they refused funding.

11. MAXIMISING HOUSEHOLD INCOME IN HARINGEY (PAGES 151 - 156)

(Report of the Director of Social Services – To be introduced by the Executive Member for Health and Social Services): To seek agreement to an income maximisation strategy and action plan to tackle poverty and social exclusion in Haringey.

12. FORFEITURE PROCEEDINGS AGAINST RESIDENTIAL LEASEHOLDERS (PAGES 157 - 162)

(Report of the Director of Social Services – To be introduced by the Executive Member for Housing): To obtain approval to a proposed change in enforcement policy in relation to leasehold service charge debts.

13. DRAFT STATEMENT OF COMMUNITY INVOLVEMENT (PAGES 163 - 240)

(Report of the Interim Director of Environmental Services – To be introduced by the Executive Member for Environment and Conservation): To seek approval for the draft SCI to go out to consultation with the public and general consultation bodies.

14. TOTTENHAM HALE CPZ EXTENSION (PAGES 241 - 256)

(Report of the Interim Director of Environmental Services – To be introduced by the Executive Member for Environment and Conservation): To summarise feedback from the Statutory Consultation process, seek approval to implement the extension of the Tottenham Hale CPZ and Stoneleigh Road pay and display parking scheme and to authorise officers to proceed to the making of the necessary Traffic Management Orders.

15. HATE CRIME AND HARASSMENT STRATEGY (PAGES 257 - 286)

(Report of the Assistant Chief Executive (Strategy) – To be introduced by the Executive Member for Crime and Community Safety): To present the amended Hate Crime and Harassment Strategy with a draft action plan to March 2008.

16. YOUTH CRIME REDUCTION STRATEGY (PAGES 287 - 314)

(Report of the Assistant Chief Executive (Strategy) – To be introduced by the Executive Member for Crime and Community Safety): To approve the Haringey Youth Crime Reduction Strategy for 2006-2008.

17. EQUALITY PUBLIC DUTIES SCHEME

(Report of the Chief Executive – To be introduced by the Leader): To propose a generic equality scheme which brings the duties under the various UK anti-discrimination legislation under a single strategic policy and operational framework. **FAILED TO MEET DESPATCH DATE**

18. URGENT ACTIONS TAKEN IN CONSULTATION WITH THE LEADER OR EXECUTIVE MEMBERS (PAGES 315 - 318)

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

19. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (PAGES 319 - 326)

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

20. NEW ITEMS OF URGENT BUSINESS

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

21. EXCLUSION OF THE PRESS AND PUBLIC

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

22. HORNSEY DEPOT

(Report of the Acting Director of Finance – To be introduced by the Executive Member for Finance):To report on the bid received for the Council land for a comprehensive development proposal by the nominated developer and seek approval for the terms of disposal. **FAILED TO MEET DESPATCH DATE**

23. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at item 2 above.

Yuniea Semambo Head of Member Services 5th Floor River Park House 225 High Road Wood Green London N22 8HQ Richard Burbidge Executive Committees Manager Tel: 020-8489 2923

Fax: 020-8489 2660

email: richard.burbidge@haringey.gov.uk

13 November 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		ACTION
NO.	SUBJECT/DECISION	BY

NO.	SUBJECT/DECISION	ВА
TEX80.	APOLOGIES FOR ABSENCE (Agenda Item 1)	
	Apologies for absence were received from Councillors Haley and Bob Harris.	
TEX81.	MINUTES (Agenda Item 4)	
	RESOLVED:	
	That the minutes of the Executive held on 12 September 2006 be confirmed	HMS
TEX82.	PROGRAMME HIGHLIGHT REPORT - JULY 2006 (Report of the Chief Executive - Agenda Item 6)	
	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.	
	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.	
	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.	
	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.	
	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	

fully address the existing list.

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.

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.

RESOLVED:

- 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.

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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.

All to note

4) That the next Programme Highlight report include an update on derelict and under used sites in Council ownership.

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TEX83.

THE COUNCIL'S PERFORMANCE - JULY 2006 (Joint Report of the Chief Executive and the Director of Finance - Agenda Item 7)

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.

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 anyu additional overspend.

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

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.

RESOLVED

- 1) That the report be noted.
- 2) That the virements as set out in Section of the report be 13 agreed.

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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.

TEX84. HORNSEY TOWN HALL ((Report of the Acting Director of Finance - Agenda Item 8)

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.

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.

RESOLVED:

- 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

expected.

Charitable Trust. DF 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. 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. 5) That a further report be received in February 2007 for a preferred DF development partner and future operational management arrangements of the Town Hall Facilities, with an update on implications for the transfer of staff to timelines and accommodation in Wood Green. TEX85. **THE DIGITAL DIVIDE** (Report of the Assistant Chief Executive (Access) - Agenda Item 9) 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. **RESOLVED:** ACE-A 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. TEX86. SUPPORTING PEOPLE FIVE YEAR STRATGEY PROGRESS. ANNUAL PLAN, SERVICE REVIEWS, ALLOCATIONS AND **GOVERNMENT CONSULTATION** (Report of the Director of Social Services - Agenda Item 10) 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. 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

RESOLVED:

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	assessment looking at P setting active response to Supporting which report proposals f Supporting We noted	Informed that as an outcome of this programme, a retrof all services would be undertaken over the next year, reformance Indicators, monitoring any poor performance and on plan and highlighting good and excellent practice. In a further question we were also informed that the proposed People Partnership Board would have to be an officer body ted to the Executive and we asked that officers bring forward or the establishment of a Member level body to monitor People spending allocations. the significant improvements in performance achieved by Supporting People programme in 2005/06 which meant that	
	more vulne Council with	erable people were successfully being supported by the its partners to maintain their independence and we asked in the placed on record to the staff involved in delivering the	
	RESOLVED	D:	
	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.	DSS
	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.	CE
TEX87.	PAY AND D	AM HALE CPZ EXTENSION AND STONELEIGH ROAD DISPLAY SCHEME - REPORT OF STATUTORY ATION (Agenda Item 11)	
	This item wa	as withdrawn.	
TEX88.	URGFNT A	CTIONS TAKEN IN CONSULTATION WITH THE LEADER	
		TIVE MEMBERS (Report of the Chief Executive - Agenda	

Page 6

MINUTES OF THE EXECUTIVE TUESDAY, 3 OCTOBER 2006

	That the report be noted and any necessary action approved.	
TEX89.	DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (Report of the Chief Executive - Agenda Item 13)	
	RESOLVED:	
	That the report be noted and any necessary action approved.	
TEX90.	MINUTES OF SUB-BODIES (Agenda Item 14)	
	RESOLVED:	
	That the minutes of the Executive Member signing on 15 September 2006 be noted and any necessary approved.	
TEX91.	NEW ITEMS OF URGENT BUSINESS – RESIGNATION OF ANNE BRISTOW, DIRECTOR OF SOCIAL SERVICES (Agenda Item 15)	
	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.	

GEORGE MEEHAN Chair



Agenda

item:

CEMB	On 24 th October
For The Executive	On 21st November

Report Title: Programme Highlight Report September 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 C covering the period up to the end of Se	, , , ,				
2. Introduction by Executive Member					
2.1 Following the Audit Commission review concern about the need to strengthen p processes.	of project management, members expressed programme and project management				
the Executive on 21 February. One of the the programme highlight report, which one of the the programme highlight report, which of the theorem.	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 September 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: Lauren Watson, Impr Tel: 020 8489 2514	, I				

Katy Johnson, Improvement and Performance Tel: 020 8489 4282

4. Director of Finance Comments

- 4.1The Director of Finance has been consulted on this report and comments are as follows:
 - Primary Schools Due to concerns about the current programme and finances. Primary Schools Capital Projects will be the subject of a separate report to CEMB on 31st October and Executive in November advising on a revised threeyear 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;
 - 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.
- 6.2Detailed 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 1 '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**

- This report deals with the way that we manage projects many of which 10.1 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 September 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 There are no exception reports for the Regeneration Stream Board.

12.4 Children and Young People Stream Board

12.4.1 Building Schools for the Future

12.4.2 The total project budget for the BSF programme has been updated since this highlight report was produced for the September period. The project budget has been increased to £178.7m due to adjustments for abnormal site preparation costs, inflation, fees relating to the PFI partner's participation and possible enhancements to the Pupil Referral Unit provision.

12.4.3 Primary Schools Capital Projects

- 12.4.4 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 may cost more.
- 12.4.5 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.

- 12.4.6 **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.
- 12.4.7 **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.
- 12.4.8 **Tetherdown:** Phase I works are approximately £150,000 above pretender estimate. The Phase II works have not yet been designed but will need to reduce in scale to stay within overall budget.
- 12.4.9 **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.
- 12.4.10 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.
- 12.4.11 Crowlands: Professional fees totalling £125,000 have been covered by the insurers. This sum was attributed for the costs of existing staff.

12.4.12 Children's Centres

- 12.4.13 Budget and risks are showing red status this month owing to two concerns. 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.
- 12.4.14 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.
- 12.4.15 Throughout the country local authorities are joining together to express their concerns that phase II funding is insufficient and that the uplift for London local authorities will not meet the higher costs. We await the response from the Sure Start Unit.
- 12.4.16 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 require 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.
- 12.4.17 In addition, we are aware that there may develop issues around revenue funding for particular centres and will be working with all centres to closely monitor the situation.

12.4.18 Youth Centre Improvement Project

12.4.19 The JAR inspection in June 2006 included an Extended Youth Inspection. The final report was 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.

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 refurbishment was substantively completed on the 22nd September and residents were returned to occupation the following week. However, a practical completion certificate has still to be issued because the definitive list of incomplete items is currently being worked through.

12.7 **Housing Stream Board**

- 12.7.1 Repairs Procurement
- 12.7.2 The revised project plan has been agreed and the project timescales have returned to green.
- 12.7.3 Empty Property
- 12.7.4 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.

- 12.7.5 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.
- 12.7.6 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.
- 12.7.7 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.

12.7.8 Lettings and Allocations

- 12.7.9 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.
- 12.7.10 The impact of the Re-Registration delay means that the Home Connections go-live date is pushed back to the end of November. Every effort is being made to achieve this date.
- 12.7.11 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.

12.8 **People Stream Board**

12.8.1 <u>liP Project</u>

12.8.2 Given the excellent results from the staff survey, it has been agreed that we should reschedule the re-recognition process to October 2007. The implementation plan is however still a priority and is progressing. The new timescales will enable the Council to learn more from the process and provide the opportunity to embed and then assess the effectiveness of the new competency framework, performance appraisal and other initiatives to improve management effectiveness.

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. A paper was presented to CEMB at the beginning of October setting out options to deal with the current issues. A further paper was presented to CEMB on the 31st October.
- 12.9.3 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 Mav.
- 12.9.4 The remaining £1 million should be addressed through new projects. These are: Transport Services, 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 potential savings.
- 12.9.5 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.
- 12.9.6 All current projects are not due to deliver until the last quarter of 2006-07 or the first guarter 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.

12.9.7 Transactional Efficiency Project

12.9.8 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 Customer Services Strategy

12.10.2 Parking Permits are available in the Customer Service Centres (CSCs) however printer configuration issues mean that 2hr Visitor parking vouchers cannot be printed. Civica is unable to make the necessary configuration changes. Implementation of the Civica Radius solution has been put on hold to be revisited in 2008. An

Page 15

Exception Report will be presented to the Customer Focus Stream Board in October.

12.10.3 The swipe card readers to enable 'customer present' e-payments in CSCs were unsuccessfully tested on thin client machines. Central IT has investigated this issue and an Exception Report will be presented to the Customer Focus Stream Board in October.

Use of Appendices 13.

Appendix 1: Programme Highlight Report 13.1

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PROGRAMME HIGHLIGHT REPORT

FOR THE PERIOD SEPTEMBER 2006

Prepared by

Corporate PMO

Version 0.3

Page 18



CONTENTS

SECTION	1 - REGENERATION STREAM BOARD	3
(1) (2) (3) CENTE	HARINGEY HEARTLANDS TOTTENHAM HALE URBAN CENTRE WOOD GREEN TOWN	5 6
4)	TOTTENHAM HIGH ROAD STRATEGY	8 10 14
` ,	2 – CHILDREN AND YOUNG PEOPLE STREAM BOARD	
(1) (2) (3) (4)	BUILDING SCHOOLS FOR THE FUTURE PRIMARY SCHOOLS CAPITAL PROJECTS CHILDREN'S NETWORKS YOUTH SERVICE IMPROVEMENT PROJECT	20 24
SECTION	3 – WELL BEING STREAM BOARD	30
(1) (2)	E-CARECOMMUNITY CARE STRATEGY IMPLEMENTATION	
SECTION	4 – BETTER HARINGEY STREAM BOARD	
(1) (2) (3) (4) (5)	BETTER HARINGEY ESTATES IMPROVEMENT PROGRAMME	34 36 38
SECTION	5 – HOUSING STREAM BOARD	43
(1) (2) (3) (4) (5)	REPAIRS PROCUREMENT	44 46 48
SECTION	6 – PEOPLE STREAM BOARD	50
(1) (2) (3)	EQUAL PAY REVIEWINVESTORS IN PEOPLECORPORATE HEALTH & SAFETY ACTION PLAN	52
SECTION	7 – VALUE FOR MONEY STREAM BOARD	55
(1) (2) (3) (4) (5)	ASSETS STRATEGY PROCUREMENT PROGRAMME USE OF RESOURCES BENEFITS & LOCAL TAXATION VFM REVIEW TRANSACTIONAL EFFICIENCY.	57 59 60
SECTION	8 – CUSTOMER FOCUS STREAM BOARD	65
(1) (2) (3)	INSOURCING ICTCUSTOMER SERVICES STRATEGYCUSTOMER FOCUS PROJECTS	67

SECTION 1 – REGENERATION STREAM BOARD Regeneration Stream Board PROJECT DESCRIPTON / OBJECTIVES (1)**HARINGEY** • To commission a masterplan for the regeneration and development of the Eastern Utility Lands. **HEARTLANDS** • To secure the land known as the "former sand sidings" for the provision of a new sixth form secondary school. **LEVEL 1 PROJECT** • 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: o 1,200 new jobs 1.200 new school places 2.000 new homes Original End Date: N/A as phased Current End Date: N/A as phased Project Budget: £250k (£150k last Forecast spend: £150k programme of work programme of work month) Spend to date: £27.6k **MANAGEMENT SUMMARY** Status This Month Status Last Month Budget Resour ces Timesc ale Risks 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 G G G Α G G G

Project Sponsor: Justin Holliday

Project Manager: Mark Lucas

- 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.

Page 3 of 69 3

(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.

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.

Page 4 of 69 4

Regeneration Stream Board PROJECT DESCRIPTON / OBJECTIVES (2) **TOTTENHAM HALE URBAN CENTRE** 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. LEVEL 1 PROJECT 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 Current End Date: N/A as phased Project Budget: N/A as budget is held, spent & monitored by the LDA programme of work programme of work **MANAGEMENT SUMMARY** Status Last Month Budget Resour ces Status This Month Timesc ale Issues Risks **Progress** G G G Α G G G The London Borough of Haringey is to present the Masterplan to the Mayor (GLA).

document then reported to PASC on 30th October.

Supplementary Planning Document (SPD).

Project Sponsor: David Hennings

Project Manager:Mark Lucas

Budget

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

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

The Masterplan is to be presented to the Council's Executive on 31st October 2006 for adoption as a

Page 5 of 69 5

(3) WOOD GREEN TOWN CENTRE

PROJECT DESCRIPTON / OBJECTIVES

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

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

Original End Date: tbd	Current End Date: tbd	Project Budget: tbd	Forecast spend: tbd
			Spend to date: tbd

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

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.

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.

Project Sponsor: David Hennings

Project Manager: Karen Galey

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).

Page 6 of 69

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

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

Page 7 of 69 7

4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION

Regeneration Stream Board

PROJECT DESCRIPTON / 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:	Current End Date:	Project Budget: £4851.6k	Forecast spend: £4851.6k
December 2006 – ERDF;	30 th June 2007 – ERDF; 2010 - HERS		Spend to date: £730.8k
2010 _ HERS			

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.

Project Sponsor: Zena Brabazon

Project Manager: Sean Burke 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.

Page 8 of 69

(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.

Page 9 of 69



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

PROJECT DESCRIPTON / 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).

Current End Date: ongoing

School Acquisition

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

Markfield

programme of work programme of work MANAGEMENT SUMMARY

Original End Date: ongoing

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

Page 10 of 69

Project Budget: £6262k

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

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

M	or	tu	ar	У

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

GLS

G	Month Status This Mont
G	Status Last
Α	Times cale
G	Budg et
G	Reso
G	s
Α	Risks

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 misconnections 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 misconnections. 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.

Page 11 of 69

(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.

Page 12 of 69 12

(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.

Page 13 of 69

							Reger	neration Stream Board				
(6) COUNCIL OWNED LAND							 To secure economic of protected historic 	e of key surplus, derelict or ur , community and environmen		cil ownership. appropriate the long term future Forecast spend: £280k		
			1				programme of work	programme of work	Project Budget. 1200K	Spend to date: £66k		
Status This Month	Risks Issues Resour ces Budget Timesc ale Status Last Month Status This						MANAGEMENT SUMMARY Progress/Issues					
A	A	Α	G	G	G	G	Tottenham Town Hall					
	Project Sponsor: Andrew Travers						Following presentations and interviewing of bidders a report with recommendations is now scheduled for the Executive on 31 st October.					
-							of a managing com development partn Hornsey Depot	npany/trust. This will enable ler and future management a elopment proposal, with recor	marketing with recomm rrangements now timeta			

Page 14 of 69 14

	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. 					

Page 15 of 69 15

	Regeneration Stream Board												
(6) WARDS CORNER PROJECT DESCRIPTON / 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			
Status This Month	MANAGEMENT SUMMARY Status Sta								d at the apex of Seven Sisters				
Α	A	A	A	A	A	A	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 and is important for the successful transformation of Tottenham High Road and its environs. The Bridge NDC are working together to support the regeneration of this area by seeking provide a quality development which will improve the living, working and leisure environment.							gh Road Improvement Strategy and its environs. The Bridge New redevelopment. Haringey of this area by seeking to						
At present there are issues which require resolution before moving to the next stage in the development								t stage in the development					

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.

Page 16 of 69

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.

Page 17 of 69 17

SECTION 2 – CHILDREN AND YOUNG PEOPLE STREAM BOARD

BUILDING SCHOOLS

LEVEL 1 PROJECT

FOR THE FUTURE

(1)

Children & Young People Stream Board

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

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

MANAGEMENT SUMMARY

Risks A A G Status Last Month Month

Project Sponsor:Andrew Travers

Project Manager:Gordon Smith

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

Page 18 of 69

(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.

Page 19 of 69

(2) **PRIMARY SCHOOLS CAPITAL PROJECTS**

LEVEL 1 PROJECT

Children & Young People Stream Board

PROJECT DESCRIPTION/OBJECTIVES

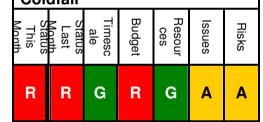
- To deliver primary school expansion and new pupil places at:
 - Coldfall expansion of primary school from 2 to 3 forms of entry
 - Tetherdown (Phase I to increase pupil places from 210 to 420 by 2012-13)
 - Coleridae
- Tetherdown Phase II: To modernisation the school in accordance with asset management plan priorities
- Broadwater Farm TCF: Inclusion

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

Coldfall



Project Sponsor:

Anne Bristow

Project Manager: Brendan Wells

MANAGEMENT SUMMARY

Overall programme

Original End Date: Various dates

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.

Page 20 of 69 20

PRIMARY (2) SCHOOLS CAPITAL PROJECTS CONT. **Tetherdown** Budget Timesc ale Status Last Month Status This Risks R G R G R Coleridge Timesc ale Status Last Month Status Budget Resour ces Risks R R G R R

Children & Young People Stream Board

Tetherdown

Status / Budget / Risks:

• The project will cost £500k 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.

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

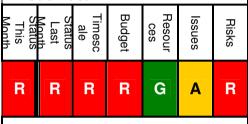
Coleridge

- The project is currently at Stage C which means that a detailed design and cost report for the proposed development has been completed. This report needs to be signed off by the Council and school.
- The Stage C report is based on the original planning decision which did not support complete demolition because the building is in a conservation area and required that the Victorian house be retained. This scale of adaptation has increased costs see the budget issue highlighted below.
- Stage D design is progressing and this will enable the Council to apply for planning application. The Council is aiming to make 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.

Page 21 of 69 21

(2) PRIMARY SCHOOLS CAPITAL PROJECTS CONT.

Broadwater



Children & Young People Stream Board

- 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

Status / Budget / Risks:

• The project will cost £800k more than the estimates upon which the current budget was based. This overspend will be subject to the approval of the proposed five-year capital programme by the Executive in November.

Broadwater Farm

A funding plan for this project has now been developed and stakeholders have been consulted. The | auRAG 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.

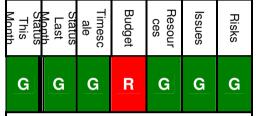
Budget:

- There is a £1.48m shortfall. Unless the Council agrees match funding to the approved Targeted Capital Fund (TCF) grant of £5m the project is in jeopardy. 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.

Page 22 of 69 22

(2) PRIMARY SCHOOLS CAPITAL PROJECTS CONT.

Crowlands: Insurance reinstatement after fire



Children & Young People Stream Board

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. Consideration needs to be given to the adjacent MUGA.

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.

Page 23 of 69 23

CHILDREN'S **NETWORKS**

(3)

LEVEL 1 PROJECT

NB. This project includes the Children's **Centres Project**

Children & Young People Stream Board

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 decisionmaking 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	
End date last month: Dec-2006	

Current end date: Dec-2006

Original Budget: £5.181m Revised Budget: £7.748m Spend to date: Not stated Forecast spend: Not stated

MANAGEMENT SUMMARY

Children Network South

Data from the audit of case in the Children's Network South has been used to inform the wider planning processes for use across all three networks. This means that a common system of referral, decision-making and case management will begin to be rolled out from October 1st 2006. Work is in progress to prepare teams within the Children and Young People's Service, statutory partners including the TPCT. Work is planned for October 2006 to train staff within schools in relation to the changes required by the revisions to systems of referral, assessment and intervention. The Head of the Children's network South is engaged in a programme of meetings with headteachers of all schools in the SCN to ensure that the implications of moving to the children's network approach is understood and embedded at a senior management level.

Project Sponsor: Dr Ita O'Donovan

Budge:

R

G

G

Risks

Timeso ale Status Last Last Manth Status This

Project Manager: Robert Singh

Children Network North

A launch date of 15th November has been set and invitations will be made shortly to schools, managers and service providers. It will build on the work undertaken in the South Pilot and the establishment of a common system of referral, which is being rolled out.

Page 24 of 69 24

(3) CHILDREN'S NETWORKS CONT.

Children Network West

- At this stage the developmental work has been done by actively participating in the South network Pilot in order that we develop a working model for building the Team around the Child that will be applicable across all three networks.
- A launch date for the network has been agreed for 25th Jan 2007.
- Work in preparation for this has begun, including identifying how early intervention workers could work in each network.

Timescale

The Project is on track in line with the milestones set out in the PID and we are currently looking at bringing forward the implementation date of the CAF, earlier than planned, for October; this is due mainly to issue around the management of the process.

In relation to Children's Centres:

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

Section 7 outlines the consultation process for Phase II. Having identified priority areas (top 20% wards and 30% SOAs) we are currently visiting all organisations (schools, primary care trust, private nurseries and voluntary organisations) 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 will devote half a day a week to each children's centre area to develop a Local Planning Group (LPG) to ensure that all key stakeholders, including parents, are involved in the earliest stages of the development of the children's centre.

By mid May we 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.

Page 25 of 69 25

(3) CHILDREN'S NETWORKS CONT.

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

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.

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.

Page 26 of 69 26

(3) CHILDREN'S NETWORKS CONT.

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.

Page 27 of 69 27

Children & Young People Stream Board PROJECT DESCRIPTION/OBJECTIVES **YOUTH SERVICE (4) IMPROVEMENT** Develop an 'excellent' and accessible Youth Service **PROJECT** Original End Date: TBC Actual End Date: TBC Original Budget: £N/A Spend to date: £N/A End date last month: TBC Forecast Spend: £N/A MANAGEMENT SUMMARY Budget Timesc ale Status Last Last Month Status **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 Α Α 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**

Project Sponsor: Janette Karklins

Project Manager: Belinda Evans

- 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.

Page 28 of 69 28

- 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.

Page 29 of 69 29

SECTION 3 – WELL BEING STREAM BOARD

	Well Being Stream Board								
(1) E-CARE		 July 2005 to replace C Ensure that reliable or reporting requirements Have a consistent use social work practices to 	mework-I (FW-I), a web-based system operational and managerials. The of best practice across Solution of the control of the co	sed social care workflow caulinformation is produced social & Children's Services external health agencies to	for Council and Statutory and enable the quality of				
		Phase 2 End Date: Dec-07 End date last month: Dec-07	Current End Date: Dec-07	Phase 2 Budget: £1788k	Spend to date: £270k Forecast spend: £1788k				
Resour ces Budget Timesc ale Status Last Month This Month	Risks	 MANAGEMENT SUMMAF The Project Initiation I 		2 of eCARE was approved a	at the August project board				
Project Sponsor: Catherine Galvin Project Manager: Andrew Rostom		the two Finance User provide both FUGs with project team with impreceived on both days • 'AS-IS' workshops corn Services and Children these is to capture the their work. The next provided findings from the first work.	Groups (FUGs) on the 19/0 ith a formal induction as to plementing FWI Purchasing was positive. Immenced in Sept and the pais & Young People Service existing business processes that of workshops will comworkshops with the respection.	am Board.Two introductory 19 and 21/09. The purpose the role they are required g. Both workshops were we roject team are visiting all ses (C&YP), between 25/09 es and system procedures unmence in Nov where the prive service area to validated ablishing / proposing the 'TO	of these workshops was to to undertake to assist the ell attended and feedback ervice areas in both Social – 13/10. The purpose of sed by teams to undertake roject team will review their them. The validated 'AS-				

Page 30 of 69 30

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.

Page 31 of 69 31

Well Being Stream Board

(2) COMMUNITY CARE STRATEGY IMPLEMENTATION

Project Sponsor: Mary Hennigan

Project Manager:

David Bray

Osborne Grove

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

The Red House

	R			R	_	F	2		3		4		R	A	7
Mont	This	S	1onth	ast	tatus	scale	Time	et	Budg	urces	Reso	S	Issue	CACILL	Dicke

Cooperscroft

G	G	G	G		G	G
s This	s Last	Time	Budg	Reso	Issue	Risks
Mont	Mont	scale	et	urces	s	

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	Current End Date: May-07	Project Budget: £5.65m	Spend to date: £2.522m
End date last month: May-07			Forecast spend: £5.65m

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.

Page 32 of 69 32

SECTION 4 – BETTER HARINGEY STREAM BOARD

Better Haringey Stream Board PROJECT DESCRIPTION/OBJECTIVES **BETTER HARINGEY** (1) **ESTATES** • To create a 4-8 year Estates Environment Improvement Strategy and Action Plan. **IMPROVEMENT** To engage other Housing providers in the development and delivery of the Strategy. **PROGRAMME** To establish and deliver the £880k 2006/7 BHEIP programme. To deliver £300k Campsbourne Estate project. Original End Date: May 07 Current End Date: May 2007 - for Project Budget: £1.346 million (2006-Spend to date: £109k End date last month: see current publication of 4-8 year strategy and Forecast spend: £1.346m 07) associated action plan(s) **MANAGEMENT SUMMARY** Issues Timesc ale Status Last Last Month Status 2006/7 BHEIP works programme preparation was completed with input from Streetscene and Recreation and draft programme presented to HfH Board in September. The Programme includes the Campsbourne Page 'Groundwork' managed project. G G G G £766k programme agreed - Street lighting £260k, Door Entry & Security £228k, Waste and Recycling £60k Hard/Soft landscaping £91k, Play £66k, General Works (including Communal Flooring) £62k. Plus £200k Estate Inspection works and existing BHEIP, £330K commitments from 2005/6 and £50k Campsbourne Community Garden. Programme spread across 44 estates in 15 Wards. Resident engagement **Project Sponsor:** /communication commences in October, with first newsletter and initial estate meetings Steve Clarke Resources **Project Manager:** Longer term strategic planning work has been delayed pending funding / project management planning John Morris within new Directorate arrangements.

(2) COMMUNICATIONS & EVENTS

PROJECT DESCRIPTION/OBJECTIVES

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

Original End Date: March '07	Current End Date: Ongoing	Theme Budget: £217.95k (06/07)	Spend to date: £66.6k
End date last month: March '07	programme of work		Forecast spend: £217.95k

Risks G Issues G Resourc G es Budget G Timescal e Status Last Month Status This Month

Project Sponsor:Joanna David

Project Managers: Jon Clubb Deborah Hogan

MANAGEMENT SUMMARY

- The Better Haringey Trail (held on 9 Sept) was a huge success with over 100 residents, visitors and staff raising money for the Mayors Special Fund 'Building for Babies'. Walkers discovered Haringey's hidden gems, such as Tottenham Marshes on the 12 mile route. Special thanks must be extended to the volunteers who helped ensure the smooth running of this event.
- The Clean Sweep campaign took place in Northumberland Park and White Hart Lane on 22 & 23 September. Activities included high visibility enforcement patrols, additional bulky waste removal and recycling opportunities for Somerset Gardens and The Weymarks estates, weeding and mulching of existing planted beds along Northumberland Park and Blaydon Close, cutting back of overgrown hedges around play area at Robert Burns House and re-decoration of a community facility by young offenders (under the Youth Reparations scheme). The next Clean Sweep is scheduled to take place in Bruce Grove and West Green on the 2nd, 3rd and 4th of November. A detailed action plan listing activities is already drafted and agreed by Members, Neighbourhood Management and Environmental Service Managers. The Bruce Grove and West Green Neighbourhood Management team are to begin door-knocking in roads scheduled for deep cleans and community clear ups. They

		Better Haringey Stream Board
(2)	COMMUNICATIONS & EVENTS CONT.	 will be distributing information about Clean Sweep as well as other Council services. The outdoor advertising campaign of Haringey's 7 award winning parks comes to an end in September, and will be followed by a litter enforcement campaign from 23 October until the end of December. Planning work is to begin on the next campaign for January / February – Members have already agreed that the theme should be to promote recycling. The Better Haringey Survey was completed during August, with the results to be fed back to the Better Haringey Stream Board in September and to Members in October. This will precede wider dissemination of the results across the Council. Planning will then commence on wave 6 of the regular survey – to take place in November 06.

ENVIRONMENTAL (3) **CLEANLINESS & ENFORCEMENT**

PROJECT DESCRIPTION/OBJECTIVES

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

Original End Date: Various dates	Current End Date: Various dates	Theme Budget: £454,574	Spend to date: £129,541
against the programme of projects	against the programme of projects		Forecast spend: £454,574

G G	Last Month Status This Month
G	Timesc ale Status
G	Budget
G	Resour ces
G	ssues
G	Risks

Project Sponsor:

Joanna David

Project Managers:

Deborah Hogan **Rob Curtis** Zoe Robertson Emma Smyth

MANAGEMENT SUMMARY

Evesores Programme

- The survey of 51 bridges in ownership of Network Rail was completed on target.
- Notices served on Network Rail to enhance means taken to prevent nuisances by birds under bridges at Bruce Grove and the junction of Seven Sisters Road with St. Ann's Road.

 Notices served on Network Rail to clear accumulation
- Notices served on Network Rail to clear accumulations of rubbish and erect effective fencing to stop recurrences of rubbish dumping alongside the alleyway from Forster Road to St. Loys Road.
- Due to changes in staffing within Network Rail, the survey of other land under their control is only part complete but should be finished mid November.
- The results of the survey will be fed back to the Better Haringey Stream Board in November and to Members in December.
- An appeal lodged by Bridisco with regard to derelict land under their ownership in White Hart Lane will not now be heard at the magistrate's court until 13th December.
- Monthly review of actions taken.

Community Clear Ups

• Project on schedule, with 9 Community Clear Ups completed in September, covering 8,584 households within Seven Sisters, St Ann's and Stroud Green wards.

(3) ENVIRONMENTAL CLEANLINESS & ENFORCEMENT CONT.

Mobile Clean Up Teams & Street Cleaning

- Project is on schedule with the Mobile Clean Teams commencing work in July 06, as per the project PID.
- The operation consists of two day shift teams who have also been undertaking weekend working throughout August and September.
- Programme of works has been established and are underway in Bruce Grove, Haringey, Fortis Green, Tottenham Hale and Crouch End.

IMPROVING GREEN (4) & OPEN SPACES

PROJECT DESCRIPTION/OBJECTIVES

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

	Current End Date: Various dates against the programme of projects.	Theme Budget: £1466.8k	Spend to date: £286.2k Forecast spend: £1436.8k

Budget Resour ces Timesc ale Status Last Month Issues Α G G

MANAGEMENT SUMMARY

Open Spaces Improvement Programme

- ANAGEMENT SUMMARY

 ben Spaces Improvement Programme

 Target sites for SSCF and NRF projects have been surveyed, priced and approved by Head of Parks

 Target sites for SSCF and NRF projects have been surveyed, priced and approved by Head of Parks and Recreation. S
- Additional works for Allotments have been identified and will be confirmed shortly value 25K
- An LMT Bid has been submitted for the MUGA at Downhills Park to the value of 40K.
- Schedule is still on track and work has begun to package all projects into large tender release.

Project Sponsor: John Morris

Project Managers:

Don Lawson **Andy Briggs** Paul Elv

Sport & Leisure Services – Strategic Renewals

- Risks The first project board was held during September and further discussion was had on settling the final account for year 1, this still poses a risk to the year two projects, AYH believe the final account will be within the agreed value. Work continues on design and specification of the year 2 projects.
- Timescale All projects remain on target to have works commencing in December 06. There is a possible risk of the consultation/forum at PRLC delaying the works due to forum not being happy with proposed/preferred option. This is reliant on the consultation having been robust and informative. It is currently being managed with this in mind. Therefore minor additional cost has been incurred to provide conceptual drawing and architectural drawings ON 3 OPTIONS for display during the last week of September. (Cost is not reflective in this highlight report due to invoices not received)

(4) IMPROVING GREEN & OPEN SPACES CONT.

- Issue Flood at PRLC is subject to insurance claim must be resolved by end of fiscal year.
- Consultation commenced at Park Road with regards to the changing room refurbishments and a forum is now scheduled for 10th October to advise of results and preferred option.
- Specifications are being worked up for the replacement of the filtration systems at both TGLC & PRLC.
- Projected Budget is £594k across the three centres inclusive of carry over £174k, all subject to good/strong performance in terms of income from the year 1 developments; this ultimately determines levels of borrowing.

Chestnuts Park Play Improvement Project

Budget, Resources & Risks -

- The business plan has been rewritten to contain more relevant sources of funding that could be accessed for Chestnuts. The spending profile for the project is anticipated to be NDC £110,000, Recreation Services £122,000, Big Lottery Fund £120,000, London Marathon Trust £20,000.
- Recreation Services have put forward a bid for extra capital for Chestnuts next year (2007-08) and the NDC will commit to finding some capital from the 07-08 and 08-09 capital budget allocation. This is subject to the project being worked up and going through the NDC appraisal process and approval by the NDC Board.

Parks & Open Spaces Hygiene

- Cleanliness Index monitoring covers all aspects of ENCAMs monitoring (litter, graffiti, detritus), however, we are continuing to report only on litter until 12 month trial period is completed. Very good results have been achieved, at above index target of 80.
- Hygiene Team team are now being directed towards deep cleaning schedule.
- Hygiene Team agency staffing levels being maintained at high levels to achieve above activity.
- 3 Area Officers completed satisfactorily ENCAM's training.

	Better Haringey Stream Board					
(4)	IMPROVING GREEN & OPEN SPACES CONT.	 <u>Parkforce' Resource Review</u> Outreach Officer proportion of project removed and developed as separate project reported by Project Officer – Conservation. Continuation of review of 'best practice', including attendance at CABE Space Parkforce seminar on Best Practice. Significant Parks identified, but requires sign off. Timescales – Pilot scheme to commence in Sept 07. 				

(5) SUSTAINABILITY

PROJECT DESCRIPTION/OBJECTIVES

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

Original End Date: Various dates	Current End Date: Various dates	Theme Budget: £435k	Spend to date: £92.4
against the programme of projects.	against the programme of projects.		Forecast spend: £435k

Risks G Issues G Resour G Ces G Budget G Timesc ale Status Last Month Status This G Month

MANAGEMENT SUMMARY

Climate Change Action Plan & Projects

- SLA for NRF has now been received.
- Climate change officers group (project group) nominations from services are currently being confirmed. First meeting is scheduled for October
- SEA/Renue, has been commissioned for working with Haringey for setting targets and vision, and future project development. A roundtable discussion with Members and climate change officer group is being organised to discuss possible targets in November.
- An officers / members meeting with external speakers being planned for 1st December. Speakers include Cllr Haley, Ita O'Donovan, Ray Morgan (Woking Borough council chief executive). It is likely that we will have a speaker from TfL on staff travel and fleet management.

Project Sponsor: Steve McDonnell

Project Managers:

Sule Nisancioglu Zoe Robertson

New Recycling Projects

- Project on schedule.
- 3 Recycling Officers in full time employment supporting all activities within the Recycling Team

Communication, Participation & Engagement (Recycling)

- Project on schedule, with spend allocated throughout year.
- Promotional materials and new service leaflets are being developed Community Clear Ups and

	Better Haringey Stream Board					
(5)	SUSTAINABILITY CONT.	Reuse & Recycling Centres leaflets have been printed and distributed. An advert for Hornsey Reuse & Recycling Centre and the white goods collection service will be printed in September's Haringey People. Leaflets for the white goods service and the Community Volunteers scheme are being updated. New leaflets for kerbside sort recycling collections and estate recycling collections are in design.				
		Estates Recycling				
		 This project will commence in October 06, following the successful transfer of recycling services to the Council. 				
		 Project planning is underway and site visits are being carried out prior to service roll-out. Planning is taking place in partnership with Homes for Haringey. 				
		 This project will serve the Northumberland Park and Seven Sisters areas with approx. 3,000 households on estates receiving a doorstep commingled service, and a further 3000 households served by near-entry recycling bring banks. 				
		Budget in 2006/7 is £65K, with current spend at end of Period 6 - £nil – spend is profiled from October 2006 to March 2007.				

SECTION 5 – HOUSING STREAM BOARD Housing Improvement Partnership Board PROJECT DESCRIPTION/OBJECTIVES **REPAIRS (1)** To achieve the procurement of a value for money responsive repairs and maintenance service for **PROCUREMENT** 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: 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 Current End Date: Apr-07 Spend to date: £Nil Project Budget: £100,000 End date last month: Apr-07 Forecast spend: £100,000 **MANAGEMENT SUMMARY** Resour ces Budget Timesc ale Status Last Last Month Status Risks Following revisions to the delivery programme, the overall RAG status remains Green. A soft market test was held on 20 September and board Report presented on 27 September. G G G Α The OJEU notice and PQQ have been developed and are ready for issue. G G 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 **Project Sponsor:** negotiations. Stephen Clarke DLO staff notified about intended procurement. Ridge confirmed as project manager. **Project Manager:** Ridge and Partners Risk: Risk has been highlighted as amber and is contingent on the outcome of key concerns

medium term financial strategy.

including:

Page 43 of 69 43

o The cost of a new provider may exceed the budget available in Housing Revenue Account

o Buy- in and change management associated with a possible TUPE of repairs staff.

(2) ADAPTATIONS PROJECT PROJECT PROJECT 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

• 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	Current End Date: Dec-06	Project Budget: £2,350m	Spend to date: £440k
End date last month: Dec-06			Forecast spend: £2.350m

contact with the council to completion and sign off of adaptations, so that it does not exceed 164 days.

Risks Issues Resourc es Budget G Timesc ale Status Last Month Status This Month

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.
- 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.

Budget

- 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.

Project Sponsor: Anne Bristow

Project Manager:Gary Jefferson

Page 44 of 69 44

(2) ADAPTATIONS PROJECT CONT. 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. Timescale 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. Risk 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.

Page 45 of 69 45

Housing Improvement Partnership Board PROJECT DESCRIPTION/OBJECTIVES **EMPTY PROPERTY** (3) • To implement all the recommendations of the Empty Property Management Review by October 06. **PROJECT** 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 Current End Date: Apr-07 Project Budget: £40,000 Spend to date: £0 End date last month: Apr-07 Forecast spend: £40,000 **Management Summary** Resourc es Timesca le Status Last Month Status This Budget 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. R 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. **Project Sponsor: Beverley Taylor** 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 **Project Manager:** improvements are predominately due to offers being validated more effectively as well as last month's George Georgiou 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 minimodernisations and adaptations.

Page 46 of 69 46

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

Page 47 of 69 47

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 trail is successful.
- To merge the housing advice and homelessness teams.
- Increased emphasis on helping applicants to help themselves and to encourage the widest possible use
 of private sector accommodation as an alternative to Council-based temporary accommodation. In so
 doing, to reduce the number/proportion of applicants for which we accept housing duty, as alternative
 options will be offered.

Original End Date: 30-Aug	g-05 Current End	d Date: Jan-2007	Original Budget: £0	Spend to date: £0
End date last month: 30-N	May-06		Revised Budget: £123,000	Forecast spend: £123,000

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

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.

Project Sponsor: Julian Higson

Project Manager: Graham Cutts

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.

Page 48 of 69 48

Housing Improvement Partnership Board PROJECT DESCRIPTION/OBJECTIVES (5) LETTINGS AND Develop and implement a new allocations policy and pointing scheme for the London Borough of **ALLOCATIONS** Haringey that meets housing need and supports council strategy. **PROJECT** 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 **MANAGEMENT SUMMARY** Timescal e Status Last Month Status This Month Budget Risks Executive approval for the Lettings Policy was given on 12 September 2006. Timescales / Resources / Risks: G 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 Re-Registration delay has impacted on the Home Connections Go-Live date, which is now expected to **Project Sponsor:** be achieved by the end of November. Julian Higson To minimise this delay, additional staff have been recruited to deliver on the Re-Registration exercise and **Project Manager:** steps have been introduced to reduce the day-to-day management workload of key staff involved in the **Graham Cutts** project. An action plan outlining these measures has been prepared.

key suppliers is being maintained to minimise and address risks and issues.

Page 49 of 69 49

The Project is at a critical phase in terms of ICT solutions for re-registration and pointing. Daily contact with

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: • 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 Current End Date: 31 March Revised End date: 31-03-07 2007 Project Budget: £100,000 Spend to date: None Forecast Spend: £100,000
Month Status This Month	Status Last	Timesc ale	Budget	Resour ces	Issues	Risks	 MANAGEMENT SUMMARY The national pay agreement 2004 for Local Government Service workers ensures that Local Pay
G	G	Α	G	G	G	G	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.
	Project Sponsor: Andrew Travers Project Manager: Steve Davies					 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. 	

Page 50 of 69 50

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
 - o 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.

Page 51 of 69 51

People Stream Board Project Description/Objectives (2) INVESTORS IN This project covers the activities to achieve success in the post recognition review for Investors in **PEOPLE** People Standard by April 2007 and retain liP status. Original End Date: Apr-07 Current End Date: Apr-07 Project Budget: £11,000 Spend to date: £600 End date last month: Apr-07 Forecast Spend: £11.000 **MANAGEMENT SUMMARY** Budget Timesc ale Status Last Last Month Status **Progress** It has been agreed that we should reschedule the re-recognition process to Oct 07, given the results of the G G staff survey. This will provide the opportunity to embed and then assess the effectiveness of the new G G G 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 IiP 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 Φ 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. **Project Sponsor:** Philippa Morris 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

Project Manager:

Karen Rowing

- 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 IiP 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.

Page 52 of 69 52

People Stream Board CORPORATE Project Description/Objectives (3) To reduce work related accidents by 30% by 2010. Interim Targets will seek a reduction of **HEALTH & SAFETY** approximately 10% per year. (To be tested by Corporate Audit in 2007-2008) **ACTION PLAN** 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 **Budget:** £N/A – activities to be met from current budgets or Current End Date: 31-03-07 End date last month: 31-03-07 staff time. See note below. MANAGEMENT SUMMARY Budget Resour ces Timeso ale Status Last Last Manth Status Risks **Progress** The new corporate health and safety policy was presented to Corporate Health and Safety Committee G G G G G G 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 **Project Sponsor:** Strategy Group once the new corporate policy has reached final agreement. The project manager will Stuart Young continue to lead this group. **Project Manager:** The E-Learning Software being procured by Organisational Development and Learning is being Dave Cope 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.

Page 53 of 69 53

(3) CORPORATE HEALTH & SAFETY ACTION PLAN

People Stream Board

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.

Page 54 of 69 54

	SECTION 7 – VALUE FOR MONEY STREAM BOARD											
								Value for	Money Stream Board			
(1)	AS	SET	S S1	ΓRΑ	ΓEG	Υ	PR	OJECT DESCRIPTON	/ OBJECTIVES			
								•	nd implementation of the co assets to support the Cou	rporate Asset Management I ncil's overall objectives.	Plan and the effective	
								 Specific project objectives are to:- 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 				
								ginal End Date: Dec-2008 date last month: Dec-2008	Current End Date: Dec-2008	Original Budget: £2319k Revised Budget: £3063k	Spend to date: £349.6k Forecast spend:£2545k (£518k variation carried over to 2007/08)	7
Status This Month	Status Last Month	Timesc ale	Budget	Resour ces	Issues	Risks	CORPORATE MANAGEMENT OF PROPERTY					
A	А	A	G	G	G	G	•	 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. 				
	Project Sponsor: Andrew Travers Project Manager: Dinesh Kotecha						•	throughout the project Management of Proper performance and user The Helpdesk report we extracted and analysed	and liaise with Key Stakehorty forward. This additional satisfaction. Feedback from riter is now fully installed and. An initial assessment of by portfolio. Progress has be	to ensure continuous and clolders across the Council to the resource has enabled an even staff and customers has been and management information backlog of maintenance and en made with Raindrop who	take Corporate aluation of the Helpdesk' en positive. is in the process of being compliance issues has	

	Value for Money Stream Board						
(1) ASSETS STRATEGY CONT.	 Value for Money Stream Board 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 DESCRIPTON / 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	Current End Date: Apr-2007	Project Budget: N/A. £200k savings achieved in 2005/6; £800k expected in
End date last month: Apr-2007		2006/7 from the new agency contract; Projected shortfall of £1m anticipated to
		be achieved through new efficiency review projects.

Risks Issues Resour ces Budget Timesc ale Status Last Month R R 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

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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.

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

	Value for Money Stream Board									
(3) USE OF RESOURCES						ES	PROJECT DESCRIPTON / OBJECTIVES			
` ′							The project will implement the action plan developed in response to the Audit Cor			
							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.			
							To improve from level 2 to levels 3 and 4 on value for money and internal contract.	•		
							To improve from level 3 to level 4 on financial standing, financial reporting and	_		
							To show progress on District Audit recommendations from September 2005 by			
							Original End Date: Dec-06 Current End Date: Dec-06 Project Budget: N/A – all activities delivered no additional revenue costs.	ed by current staff establishment with		
< '\o	< _ \cdot	Ţ.	В	, R	ls	П	MANAGEMENT SUMMARY			
tatu: This lontl	Status Last Month	Timesc ale	Budge:	Resour ces	Issues	Risks				
n s	h s	ő	et	٦r	S	0,	The project will implement the Use of Resources Action Plan.			
							 A report with the revisions to the efficiency review methodology was presented 			
G	G	Α	G	G	G	G	stream board in August. An efficiency review in benefits and local taxation has			
							recommendations for reviews include learning disabilities and street cleaning	. The report will go to		
							management board on Oct 24 th .			
							• The Use of Resources self assessment has been submitted in mid September and will also be audited of October.			
							 Results of the Use of Resources and Value for Money will be known in December 2006 but will not be 			
	Proje	ct Sp	onso	or:			published until February 2007.			
	Geral						 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.			
	Proje	ct Ma	nag	er:			The second of th			
	Kevin	Bartl	е				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 exce	ption report is required		
							for the next UOR meeting on debt recovery.			

Value for Money Stream Board PROJECT DESCRIPTON / OBJECTIVES **BENEFITS & LOCAL** • To identify the reasons for Haringey's BLT service appearing to be a high cost service in relation to **TAXATION VFM** similar Local Authorities. **REVIEW** 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 Project Budget: N/A - Project being undertaken within existing resources Current End Date: February 2007 MANAGEMENT SUMMARY Budget Status Last Month Timesc ale Issues 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 G G G G G G 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 **Project Sponsor:** September 2006. Paul Ellicott The key activities undertaken during the period are outlined below: **Project Manager:** Initial project documentation including Project Brief and draft Project Plan signed-off by Project Board Jaine Le Cornu 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.

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

TRANSACTIONAL (5) EFFICIENCY.

PROJECT DESCRIPTON / 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

MANAGEMENT SUMMARY

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

Original End Date:
BI: 1-Aug-06
Bl: 1-Aug-06 CMS: 5-Dec-06 Upgrade: 31-Oct-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

h s	h	Ğ	et G	G G	S	0,
Status This Month	Status Last Month	Timesc ale	Budget	Resour ces	sənssl	Risks

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.

Project Sponsor:

Andrew Travers

Project Managers:

Ian Andrews / Jane West / Kamla Chetty / Julia McClure

TRANSACTIONAL (5) **EFFICIENCY CONT. Business Intelligence** Status Last Month Timesc ale Resour ces Issues Risks R R G R R G Α **Upgrade** Budget Status Last Month Resour ces Timesc ale Issues Risks G Α G Α

Value for Money Stream Board

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 infoproviders (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.

Value for Money Stream Board

(5) TRANSACTIONAL EFFICIENCY CONT.

Transactional Efficiency

R	N	N	N	N	N	N
Status This Month	Status Last Month	Timesc ale	Budget	Resour ces	sənssı	Risks

Timescales / Issues:

 HR have been unable to run payroll which has meant that the HR module has not been released for testing. Logica has assigned key resources to resolve these problems and there has been progress. Testing has not however been able to commence in this area and the project is now two weeks behind schedule. Logica are however fairly confident that we should have a system by 20th October to commence testing.

TRANSACTIONAL EFFICIENCY

• This project has been placed on hold until further notice.

SECTION 8 – CUSTOMER FOCUS STREAM BOARD

							Custom	ner Focus Stream Boar	rd	
(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
This Month	Last Month	Timesc ale	Budget	Resour ces	Issues	Risks	•	to progress within time, cos		•
G	G	G	A	G	G	G	below.	continue at Green. The cor	ntributing factors to the c	overall status are highlighted
Project Sponsor: Davina Fiore Project Manager: Lidia Lewis							possible pressure on the tadate for the programme is: Budget: Continuing detailed analysis	still viable and therefore the	programme timescale F	r external recruitment and amissioning, the overall end RAG status remains at Green. Treporting to the Board at the gramme budget RAG status

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 CUSTOMER PROJECT DESCRIPTION/OBJECTIVES **(2)** The Customer Service Strategy aims to ensure that 80% of contacts with customer services (including **SERVICES** the website and automated telephone lines) will be resolved at the first point of contact and that access **STRATEGY** will be offered across more Council services, working towards 80% of all customer contacts. Original End Date: March 2006 Current End Date: March 2009 Project Budget: Development work is funded from mainstream funding and the End date last month: March 2009 net revenue effect is nil. **MANAGEMENT SUMMARY** Budger Timesc ale Status Last Last Month Status • The partial fix for Parking Permits is in place at CSCs. An Exception Report will be presented to Customer Focus Stream Board. G G • 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 **Project Sponsor:** financial constraints and the need for user buy-in of their IT system to ensure reliable data would be Jane Waterhouse available to Customer Services. The Siebel Development Release 3 project is on schedule for delivery as planned on 23rd October. The **Project Manager:** revised business case and plans for Release 4 have been agreed with Senior Management and work is Carla Segel underway. **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 CUSTOMER PROJECT DESCRIPTION/OBJECTIVES (3) To help set and instigate a Customer Focus agenda for Haringey, ensuring that customers are at the heart of **FOCUS PROJECTS** service design and delivery through: Getting Haringev 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 Current End Date: 31 March 2007 Project Budget: Not applicable. There is no dedicated capital budget for End date last month: 31 March 2007 Customer Focus. All costs for pilot projects are being met from revenue budaets **MANAGEMENT SUMMARY** Budget Timesc ale Status Last Last Month Status Risks **WOW! Awards** G G G 225 nominations were made within the first three months of the pilot – a response much better than even G 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 **Project Sponsor:** prepared earlier than scheduled, hopefully before Christmas. Justin Holliday **ICS** Awards programme **Project Manager:** The pilot was launched on 25th September and the application process is underway. All preparation to run Chris McLean 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.

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.

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MARINGEY COUNCIL M

Agenda Item

EXECUTIVE On 21 November 2006

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

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

- 2.1 I am pleased to report a balanced financial position and this is now rated as green. This demonstrates that significant progress has been made since last month.
- 2.2 I have arranged a series of budget monitoring meetings with The Children's Service, Social Services and Environment as I want to be assured that the monies committed in the provisional budget plans meet borough needs and manifesto commitments.

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

- 2.3 In September, 72% of indicators are on target or close to the end of year target. In addition 69% of indicators have maintained or improved performance since the end of last year.
- 2.4 My colleagues and I are still disappointed with performance as regards NEETS, rent collection, processing children's act complaints and the number of call centre calls answered within 15 seconds. Clearly work still needs to be done in these areas and I will be working alongside officers to make sure the necessary steps are taken.

3. Recommendations

- 3.1 To note the report.
- 3.2 To agree virements set out in section 14.

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

Contact officers: John Hardy – Head of Finance – Budgeting, Projects and Treasury

Telephone 020 8489 3726

Margaret Gallagher – Performance Manager

Telephone 020 8489 2553

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 September 2006 in the balanced scorecard format.
- 4.2 In summary the balanced scorecard shows that for the excellent service perspective 69% of indicators are on target or close to the end of year target at the end September. For 24 of the 36 (67%) customer focus measures, performance targets are being met or close to being met. For financial health 22 of the 31 measures achieved amber or green status meaning for 71% of indicators performance levels are achieving target or being maintained at an acceptable level. Our organisational development /capacity indicators including staff survey results show that for 17 of the 18 (94%) measures, performance is at or close to expected levels.
- 4.3 Overall 72% of indicators are achieving or close to achieving target. In addition 69% of indicators have maintained or improved performance since the end of last year.
- 4.4 The scorecard appendix also includes for the first time some estimated top quartile data so that progress can be assessed not only against the targets we set but in terms of how we compare with others and how close we are to attaining what we ultimately are aiming to achieve.
- 4.5 In summary, based on the September position, the revenue budget shows a balanced position. Net variations of £1.1m made up of the cost pressures in Social Services budgets of £2.4m, Asylum Seekers of £0.9m, and underspends of £2m on homelessness and £0.2m in Chief Executives Service, will be offset by a proposed virement from the service development / contingency for 2006/07.
- 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

In summary, based on the September position, the revenue budget shows a balanced position. Net variations of £1.1m made up of the cost pressures in Social Services budgets of £2.4m, Asylum Seekers of £0.9m, and underspends of £2m on homelessness and £0.2m in Chief Executives Service, will be offset by a proposed virement from the service development / contingency for 2006/07.

The aggregate capital projected position in 2006/07 is currently projected to under spend by £0.2m.

Legal Implications

There are no specific legal implications arising from this report, however the response rate for freedom of information requests although improving still needs to improve further 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 September 2006. It is based on the financial monitoring reports prepared for the budget management meetings held on 26 October for period 6 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,

Page 90

- 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.

7.6 The scorecard appendix also includes for the first time some estimated top quartile data so that progress can be assessed not only against the targets we set but in terms of how we compare with others and how close we are to attaining what we ultimately are aiming to achieve.

8 Service Positions on Delivering Service Excellence

8.1 For the excellent services arm of the scorecard 54% of indicators are shown as Green, 15% Amber and 31% Red, with 36 out of 55 showing an improvement or maintained performance compared with 2005/06 outturns.

8.2 Children and Young People

- 8.2.1 Based on the September position the children and young people's spend is anticipated to be within budget at the year end, excluding the asylum issue. The current projected net cost of the asylum service in this financial year is £0.9m, down from £1.7m last month.
- 8.2.2 In relation to Looked After Children (LAC), there is a cost pressure of £0.3m. This will be contained by under spending on both commissioning and non-commissioning areas and managers have been made aware of the need to restrict spending on all areas wherever possible. Currently LAC numbers are 400 (excluding unaccompanied asylum seeking minors), which is an increase

- of 9 compared with the end of August. The budget assumption was 365 by the end of March 2007.
- 8.2.3 The main change since last month relates to the commissioning costs of looked after children that have reduced by £120,000 to £251,000 from that reported in period 5. This has been achieved through a review of expensive placements at the newly-formed resources panel. Planned actions in relation to the five children who could be moved into more appropriate and less expensive accommodation, identified at the September meeting, are being implemented. One of these children has now returned home. Further reviews at the October panel have identified additional children who can move. The total savings from these placements is estimated at £300,000 in 2006/07 and a full-year saving of about £600,000. The impact of new placements and other changes will also continue to be closely monitored.
- 8.2.4 The asylum position shows a gross shortfall of £3.5m and relates to both children and adults. This is largely covered by a contingency of £1.3m and assumed special case grant claims for 2005/06 of £0.8m and for 2006/07 of £0.5m, leaving a net overspend of £0.9m. The previous forecast was based on an assumed successful claim for 'special circumstances' grant for 2005/06 costs of £463k. However, following a meeting of London Councils where funding proposals from the DfES and the Home Office were considered and supported, it is anticipated that the additional Home Office grant for 2005/06 will be an additional £371k above that anticipated. Proposed changes to the funding arrangements from the DfES could also mean an increase in grant of about £106k in 2006/07 although this is not yet factored in.
- 8.2.5 In terms of a special grant claim for 2006/07, there is no clear indication whether or not this level of additional funding will be made available again. A claim for 2006/07 will be submitted for which an estimate of £500k is included.
- 8.2.6 Previous reports have highlighted a possible issue in respect of national insurance contributions for peripatetic music teachers. This follows on from a review by the HM Revenue & Customs (HMRC) where incorrect treatment has been suggested for which back-dated contributions for 6 years, plus interest and a possible significant penalty may have to be paid. This potential claim (of up to £0.5m) was strongly opposed and, following negotiations with HMRC, it has been agreed that the backdating will apply from April 2006 only, with an estimated cost of about £80,000 per annum.
- 8.2.7 As previously reported the service have been working on a revision to the three year capital programme which will take account of slippage and other factors. The capital budget is currently projected to be £0.7m above budget due to the overspend on Children's Centres phase 1 of £0.9m less an underspend on formulaic schemes of £0.2m. This assumes the application of identified funding of £1.611m to the programme for which Executive approval will be sought in due course.

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

8.2.8 All 59 statements of special educational need, excluding exceptions, issued in the year to September were prepared in the 18 week timescale. When exceptions are included 59 out of 68 (86.8%) 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 September the percentage of 16-19 year olds who were Not in Education, Employment or Training (NEETs) in Haringey reduced to 15.9% from 16.7% in August against a target of 12.9%. The 16-18 cohort grew by 6.8% in September compared with September '05 but the number whose status is 'not known' has increased to 33.6%. The increase in the figures 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. This measure has also been put forward as a stretch target in our Local Area Agreement.
- 8.2.10 Children with three or more placements reduced to 10.8% of children looked after in September exceeding our 13% target. This figure remains inside the best performance banding and in line with our 13% target.
- 8.2.11 All 25 reviews of children on the register due in September 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 was one adoption in September (BV163) and six in the year to date. The service is on track to achieve a further twelve with all but four of these children already placed with their 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 adoptions by year end.
- 8.2.13 Performance on responding to Children's Act complaints remains below target with 68% of stage 1 complaints received in the year so far responded to within the 14 day timescale against a target of 80%. However for Children's and NHS complaints new statutory timescales have been introduced from 1st September '06 which will reduce the stage 1 timescale to 10 days with a possible extension to 20 days. Likewise the timescale for stage 2 changes to 25 working days from 28 with a possible extension to 65 days, Provisional targets have been agreed with Children's and Social Services of 80% and 90% for stage 1 and 40% and 90% for stage 2. Performance will be reported against these targets as from October.
- 8.2.14 The cost of service per child for both play, £3,483 and early years, £16,460 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. Reviews of both of these services are being carried out, with a view to developing benchmarks and comparators with other London authorities.

8.3 Environment Services

8.3.1 The projection based on the September position is a balanced budget position. The service has now identified measures to contain the previously reported 6 of 20

shortfall in parking income of £500k resulting from the recently reported delays in the implementation of CPZ plans and other pressures within the parking budget. A further risk has been identified in connection with non-valid PCNs (the Barnet case) and the financial implications arising from potentially not being able to recover unpaid tickets, initial revenue impact estimated at about £600k. It is proposed to deal with this through the review and adjustment of the parking debt provision. Therefore the latest position is that these issues can be contained as one-off items 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 budget planning process.

- 8.3.2 Previously reported other pressures of £100k in Recreation and £200k in Streetscene will be managed within these Business Units' 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 Cycle 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 September was at this level.
- 8.3.5 The annual projected cost of household waste collection per tonne is now £70 compared to the target of £72 for 2006/07. The reduction is due to higher weight of household waste being collected within existing budgets

Performance highlights and issues in Environment are:

- 8.3.6 22.4% of household waste was recycled or composted in the six months to September '06 exceeding our 22% target for 2006/07. This has resulted from a change in the way the figures are calculated from an apportionment system to actual tonnage. The change has been applied back to April and for Haringey this has had a beneficial effect and led to an increase in the rate of recycling
- 8.3.7 The waste tonnage collected for September was maintained at 31 kg per head and although higher than expected shows a slight improving trend. Further to the on-going investigation, Haringey Accord is addressing non-household waste collected out of borough and identification of unknown vehicles that have been tipping and allocated to Haringey. It is hoped that this work will have a positive impact and the results will be reported on next month.
- 8.3.8 Waste collections missed per 100,000 stand in excess of 3,700 in the year to date making the target of 130 for the year unobtainable. The August figure was very high as a result of the strike but the figure for September is back down to usual levels.

- 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 The first phase survey results on street and environmental cleanliness were disappointing showing that 41% of our roads had unacceptable levels of litter and detritus against a target of 25% for 2006/07. Our 2005/06 performance at 37% was deterioration on the 32% achieved in 2004/05 and places us amongst the worst performing boroughs in London.
- 8.3.11 Performance on planning application appeals that have been allowed against the authority's decision to refuse permission improved in September. However our performance in the year so far at 45% is outside our 30% target for 2006/07. This relates to 32 out of 71 cases from April to September. The service is revisiting the 'practice' of refusing almost all applications for mobile phone masts as these are steadily being lost on appeal. In addition refusals in relation to conversions policy are also being looked at.
- 8.3.12 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. Tottenham Green performed strongly in most areas and attendance at White Hart Lane was up 16%.
- 8.3.13 The parks cleanliness index of 85 in the year to September continues to exceed the target of 80. Following training, the assessment is now more in line with ENCAMs principles.
- 8.3.14 The average number of days to repair streetlights was 1.9 days in September well inside target of 3.5 days.
- 8.3.15 Faults relating to power supply handled by our District Network Operator (DNO) currently EDF increased in September with the average days to repair the fault at 15.5 days for the month. The year to date position has now increased to 15.2 days although still inside the target 20 days.
- 8.3.16 There were 62 people killed or seriously injured (KSI) in the period January to June '06, 11 of these in June. With numbers scaled up, there would be more people killed and seriously injured than in 2005 although the trend from the 1994-1998 baseline is improving. Although KSIs in June placed us above target the position in the 6 months to June was at 124 KSIs is at the target for the calendar year 2006.

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

- 8.4.1 The projected overspend in Social Services is £2.4m and this is £0.5m lower than reported last month. The improvements reflect both the application of a provision made by the PCT of £0.2m in respect of older people that are currently being assessed against the continuing care criteria and may be transferred to Health, and some clients in Adults services where services have ceased. There have been no major changes to the other budget areas.
- 8.4.2 The main elements of the overspend remain largely unchanged from those reported in previous months. These include, the loss of funding from the PCT

- of £0.4m in respect of jointly commissioned services and continuing pressures in the Adults commissioning budgets in respect of client care packages.
- 8.4.3 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 £1.6m of which £0.7m is in respect of mental health, £0.5m in respect of physical disabilities and £0.4m in respect of learning disabilities.
- 8.4.4 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 inpatient 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 6, there were 44 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.
- 8.4.5 The Social Services budgets continue to be under severe pressure because of both demand pressures and reductions in services in the Health sector. These are being managed with some success through the management action put in place to contain these pressures. The growth in commissioned services in this financial year has been significantly below the underlying trend experienced by the council in recent years.
- 8.4.6 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. No projections have been made for growth in commissioning services between now and the end of the financial year. Given the pressures in the sector, there remains a risk to the council that these projections will not be sustained despite the management action in place.
- 8.4.7 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.
- 8.4.8 The performance appendix reports the latest performance figures on some key indicators in Adults' and Older People's services. This shows that:

- 74.6% of items of equipment were delivered in 7 working days in September, a reduction for the third month running and short of the 88% target. The poor performance has been attributed to a number of changes to the staffing structure. This performance is now below the IPF average and a number of our comparator boroughs are performing in the high nineties. (BV56/PAF D54).
- 121 adults and older people per 100,000 population were receiving a direct payment as of September, short of the 136 target for the month and a decline on last years performance (BV201/PAF C51). Performance on this indicator is cumulative with the target of 150 to be achieved by 31 March '07. Social Services DMT have requested an urgent report outlining the issues affecting direct payments and the recovery plan to improve performance and achieve the target.
- In the year to August there were 77 admissions, when scaled up per 10,000 population of older people, to residential / nursing care (PAF C72). Current performance places Haringey just inside the top banding for this indicator, despite being outside our target of 70. The service is taking a closer look at this area to understand the increasing trend in admissions since April.
- 8.4.9 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 September the average of these reduced further to 48.8% falling well below the 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)

• 4% of Carers for Adults and Older People received a carer's break or specific carer's service in the year to September against a target of 12%. An issue around counting services for carers has been identified because, in common with a number of other authorities, our practice incorporates the carer's assessment with that of the person they care for making it difficult to identify which services belong to the carer and which to the cared for person. Staff have been instructed that carers should have their own assessment and in the meantime a manual count of panel decisions is being undertaken quarterly to give some indication of the support in place for carers.

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

• 54.4% of adults and older clients were recorded as having received a review as at September '06, an improvement on the 43% in April and the highest performance of the year so far although still short of the 60% target for 2006/07. Most services now have individual action plans to tackle this problem with weekly targets set for each service group in the four service

- areas. Performance remains well below the IPF average of 65% and the worst amongst our comparator boroughs.
- 8.4.10 Social Services are in the process of moving from a position of reporting performance in rolling year format, to financial year. This will increase the accuracy of the data that is being presented and also incorporate the improvements that have been achieved so far this year. The elimination of the rolling year data will reduce the impact that previous data projects, or downturns, will have on current performance and altogether it is believed that a more robust and reliable representation of the performance position will be achieved.
- 8.4.11 The projected improvement on the homelessness general fund budget has increased from the £1.6m previously reported to £2m. This is a financial consequence of the successful programme of private sector lease procurement and movement of families from short-term bed and breakfast accommodation and the favourable grant position on these cases.
- 8.4.12 The level and cost of repairs in the HRA are being carefully monitored following pressures in this area last year. Increased costs on gas maintenance contracts of £0.9m are being contained within the HRA contingency. There is also a risk that there will be a shortfall in rent income as a result of the lower performance on collection set out below, however this is partly offset from a lower number of right to buy sales than previously estimated. This will be carefully monitored as the actions to improve collection performance are implemented. The net current projection is an overspend of £139k which is mainly as a result of a shortfall of leasehold service charge income compared to the budget.
- 8.4.13 On HRA capital there is a cost pressure of £1.2m, however this will be managed through the over-programming allowance so that the capital budget will spend to target.

Performance issues in Housing are as follows:

- 8.4.14 The cost per nightly rated accommodation at £41.23 is slightly above the target of £40.20. The cost per private sector lease has been steadily increasing throughout the year and now stands at £873 against a target of £842.
- 8.4.15 BV213 records households who have been prevented from becoming homeless. There were 6 in September and 174 in the year to date which scaled up to an annual equivalent falls short of the target of 400 set for 2006/07. September's figure is lower owing to the fact that data has yet to be input following an IT change.
- 8.4.16 The average re-let time of local authority dwellings reduced to 48 days in September bringing the year to date position to 55.75 days. It is unlikely that the 2006/07 target (27 days) will be achieved.

Rent Collection

- 8.4.17 Rent collected as at September (BV66a) is projected at 95.44% of rent due for the year against a target of 97.5%. This performance places us in the worst quartile, compared to our 2005/06 outturn of 97.4% which placed us in the second best quartile. However Housemark quarter 1 benchmarking with other ALMOs puts their performance in the second quartile. 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.
- 8.4.18 The percentage of tenants with more than seven weeks rent arrears increased further to 15.51% in September remaining short of our target of 10% for 2006/07.
- 8.4.19 The proportion of local authority homes which were non 'decent' as at July '06 was 44.5% against a target of 42%. The estimated top quartile for this indicator is 21%.

Repairs

- 8.4.20 In September 97.6% 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.
- 8.4.21 The average time to complete non-urgent responsive repairs increased to 14 days in September against a target of 14 days.
- 8.4.22 The percentage of urgent repairs completed within Government time limits increased to 95% in September although 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 underachievement 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 at budget.

Council Tax and Business Rates

8.5.3 94% of Council tax was collected in September exceeding the 93.75% target for the first time this year. Collection in the second quarter has been consistent with a year to date position just slightly short of the target at 93.4%. Based on the latest estimates of London performance Haringey is now very close to 3rd quartile boundary improving from previously bottom quartile performance. (BV9)

- 8.5.4 The collection of business rates in September at 99.3% continues to exceed the 99% target placing us amongst the best authorities in London. (BV10)
 - Invoice payments (BV8)
- 8.5.5 Performance improved in September with 87.75% of invoices paid in 30 days, up from 83% in August. Whilst still short of the 92% target performance in the year to date is now 85.2%. 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 and September 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. A reduction in the number of outstanding claims has been achieved by an increase in staff productivity and process improvements particularly around the holding of claims whilst awaiting additional information. 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.
- 8.5.7 Performance on the accuracy of benefit cases was disappointing in the second quarter with 95.6% of cases for which the calculation of benefit due was correct, against a target of 99%. Significant improvement of quality and accuracy is a key objective for Benefits and Local Taxation.
- 8.5.8 Positive progress is being made on the majority of other benefits measures putting us on track to achieve the standards set for 2006/07.

8.6 Chief Executive's

- 8.6.1 The revenue budget is projected to underspend by £0.2m. This is mainly due to vacancies and time needed to recruit to posts in OD&L, Members' Services and Equalities that is projected to save £0.3m. This is offset by a projected overspend of £90k in Legal Services in respect of Local Land Charges income where there is now a projected shortfall based on the current housing market activity.
- 8.6.2 As reported last month there are no capital budget variations reported at this stage.
- 8.6.3 Visits to our libraries in September equated to just over 10 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.
- 8.6.4 There were 192 domestic burglaries in September which seasonally adjusted and scaled to an annual equivalent is well inside the target with burglaries in the year to date (1,202) when seasonally adjusted and scaled to an annual equivalent of 2,485 are inside the target of 2,711 for 06/07.

9 Customer Focus

- 9.1 The September balanced scorecard shows 67% of customer focus indicators on or near target including some key measures from the Better Haringey survey.
- 9.2 Environment directorate has started to collect resident satisfaction data in all the areas currently included in the CPA service assessment. Some results are included in this report for consideration ahead of the Local Government BVPI survey results which will be available in December. The findings are based on 341 face to face interviews (178 'exit interviews' from Customer Service Centres and 163 'in street' interviews in Crouch End Broadway, Wood Green High Road and Tottenham High Road) and give some indication of how public perception has changed over the past year.
- 9.3 The results show some encouraging news with the majority of key indicators achieving target and showing an improving trend but need to be taken in the context of the smaller sample size and the fact that face to face surveys usually achieve better results. Confidence intervals have been calculated for each of the measures reported so that the precision of the results can be gauged. These survey results should not be directly compared with the local government BVPI survey results but do give some indication of how perception is changing. Some of the key findings are as follows:
 - 70% of residents rated the refuse collection service good or very good. Performance is marginally better than that reported in the annual residents' (TNS) survey and the last BVPI survey in 2003 but this is encouraging given the fact that the survey was conducted during the refuse strike.
 - 62% of residents were satisfied with street cleaning exceeding the 55% target and showing a significant improvement on figures reported in the annual residents' and BVPI survey in 2003. This is at odds with the BV199 litter and detritus results reported earlier.
 - Satisfaction with parks, playgrounds and open spaces at 66% is close to the 70% target with a net good increase of 16% over waves 4 and 5 of the survey.
 - 62% of residents expressed satisfaction with re-cycling facilities close to the 60% target taking account of the +/- 7% confidence interval. It is hoped that the roll out of new, improved and expanded recycling over the next few months should improve both performance and perception in this area.
 - Satisfaction with local tips or Re-use and Re-cycling centres at 57% was well below the 70% target. A return of 40% 'don't know' answers suggests that more work needs to be done to promote these centres. Work has already begun with further promotion planned for coming months.
- 9.4 Performance on complaints handling timescales continues to disappoint with only stage 3 reviews hitting target. In September 167 of the 231 (72%)

Page 101

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), performance improved in September, with 21 out of 25 (84%) of complaints resolved within the 25 working day timescale. The year to date position of 70% still falls short of the 80% target. Figures exclude Homes for Haringey performance which is at similar if not lower levels with 66% and 69% of stage 1 & 2 complaints responded to within target timescales.

- 9.5 In September all 5 stage 3 complaints (independent review) received were completed within the 20 working day timescale with 24 out of 25 in the year to date.
- 9.6 Of Members' enquiries cases closed in September 253 (81%) were handled within 10 working days, 83% (1489) of cases in the year to date, both falling short of the 90% target.
- 9.7 Freedom of Information (FoI) performance in September improved to 73.8% bettering the 70% target for the second consecutive month. However only 65% of Freedom of Information (FoI) requests were actioned within the 20 day timescale in the year to September.
- 9.8 75.2% of Council wide telephone calls were answered within 15 seconds in September, falling slightly short of the 77% target, although the year to date position of 78% still exceeds the target.
- 9.9 Customer Services performance is continuing to cause concern. In September performance deteriorated further to just 22.2% of call centre calls answered within 15 seconds against a 70% target for the year. In addition, the average queuing time in September increased to nearly two minutes from 43 seconds in July. With a year to date figure of 1 minute 48 seconds the 40 second target is unlikely to be met. The Customer Services improvement plan is now being implemented and we expect to see improvement in the coming months.

10 Organisational Development/ Capacity

10.1 Some staff survey results were reported in the June report. These have been reviewed and a more representative sample of indicators has now been included in the scorecard.

Sickness

10.2 The average number of working days lost to sickness per full time equivalent employee in the six months to September is 8.56 days per annum inside our 8.8 day target and an improvement on last year's 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 69% of indicators are on target or close to the end of year target as at the end of September. For 24 of the 36 (67%) customer focus measures, performance targets are being met or close to being met. For financial health 22 of the 31 measures achieved green or amber status, meaning for 71% 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 17 of the 18 (94.4%) measures, performance is meeting or close to expectation. Overall 72% of indicators are achieving or close to achieving target up from 69% reported in August. In addition 69% of indicators have maintained or improved performance since the end of last year up from 58% reported in August.

12 Summary - Budget Monitoring

- 12.1 Overall revenue budget monitoring, based on the September position, shows a balanced position overall. A net service variation of £1.1m can be met from the service development / contingency set aside in the 2006/07 budget process. It is now proposed to formalise those virements.
- 12.2 The aggregate revenue projected position in 2006/07 is as shown in the following table.

General Fund revenue	Approved	Projected
	Budget	variation
	£m	£m
Children and Young	215.5	0
People		
Asylum Seekers	0.3	0.9
Social Services	56.7	2.4
Housing	(1.2)	(2.0)
Environment	51.7	0
Finance	9.9	0
Chief Executive's	26.0	(0.2)
Non-service revenue	7.6	(1.1)
Total	366.5	0.0

- 12.3 Executive agreed to fund the one-off pension fund deficit costs in 2006/07 in order to facilitate the proposed development of Alexandra Palace on a long lease to Firoka. This was to be funded from the Council's budget for the operational deficit, which would no longer be fully required. The lease agreement has not yet been finalised and therefore the ability to fund this one-off cost in full this year will need to be reviewed.
- 12.4 The Bernie Grant Centre Partnership is a company limited by guarantee and a registered charity established in September 2006 to build a theatre and arts centre, including education and training facilities, on a disused site adjacent to Tottenham Town Hall. The Council is a member of the company and is represented on the Board by the Chief Executive.

Page 103

- 12.5 Following demolition and site preparation construction work began in November 2005 and is due to be completed in July/August 2007 with the centre opening in September 2007.
- 12.6 The current capital budget for the construction project, which includes setting up the operational phase of the centre, is £14,292,700. This is being funded largely by four government sponsored agencies with a contribution of £200,000 from the Council which represents just over 1% of the budget.

		Original funding	
1 2 3 4 5	Millennium Commission London Development Agency (LDA) Government Office for London (ERDF) Arts Council, England LB Haringey	£ 5,850,000 3,500,000 3,592,700 1,150,000 200,000	41% 25% 25% 8% 1%
		14,292,700	100%

- 12.7 Although construction on site is now progressing satisfactorily there was a significant delay during the early part of the works which has had a significant cost impact. Together with the effect of unforeseen additional works to the listed building incorporated within the project and ground conditions this has resulted in current budget projections showing a potential over spend of approximately £1.5m.
- 12.8 The project has carried out a thorough review of all costs and budgets and has also approached the project funders with a request for additional funding. The Government Office for London has informed that it does not have the flexibility to make any further funding available to the project therefore the other four funders are being asked to consider funding the current projected budget shortfall.
- 12.9 Although no formal decisions have yet been taken, other funders are considering the following sums:

	£m
Millennium Commission Arts Council LDA	0.30 0.35 0.35
Total	1.00

The contribution requested from the Council is therefore £0.5m.

12.10 Should Members, wish to agree this contribution, the most appropriate source of funding would be the LPSA reward grant.

13. Capital

13.1 The aggregate capital projected position in 2006/07 is as shown in the following table

Capital	Approved	Spend to	Projected
	Budget	date	variation
	£m	£m	£m
Children and Young	45.3	18.1	0.7
People			
Social Services	7.0	1.3	(0.9)
Housing – General Fund	2.9	0.5	0
Housing – HRA	18.2	2.3	0
Environment	17.2	4.1	0
Finance	5.6	1.1	0
Chief Executive	14.5	3.5	0
Total	110.7	30.9	(0.2)

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	Full year	Description
			current year (£'000)	Amount (£'000)	20000
6	Chief	Rev*	3,300		Asylum Seekers £0.9m
	Executives, Housing, Social				Social Services £2.4m Adults & O.People
	Services, NSR				Total £3,3m
					Met from homelessness underspend of £2 million, Chief Exec £0.2m and from service development contingency £1.1m
6	Chief Executives	Cap*	500		Bernie Grant Centre – additional contribution to meet higher capital costs to be funded from LPSA grant; paragraphs 12.4 to 12.10 refer.
6	Social Services	Rev	37	37	Transfer of budgets from Older People and Adults for two policy and planning assistants within the Policy and Performance Team.
6	Environment	Rev*	626		Budget revised to reflect Planning and delivery grant (PDG) allocation.
6	Children's, Finance	Rev	10	10	Transfer of non staff costs for Children's Finance Team to Corporate Finance
6	Housing	Cap*	-1,144		Reversal of carry forward from 05/06
6	Housing	Cap	42		Additional budget for Recycling Estates (£30k) and for Booster Pumps (£12k) that are funded from monies received.
6	Chief Executives	Rev*	413		SSCF Neighbourhood element monies
6	Environment	Cap*	-1,000		Revision of 06/07 spend profile re Haringey Heartlands Spine Road project.
6	Environment	Cap*	621		Reallocation of £579k of TFL funded schemes to other TFL schemes in our budget and the balance of £42k is new TFL monies.
6	Environment	Cap*	545		Additional budget for Finsbury Park HLF project that is largely funded from HLF monies and the balance of £160k from capital receipts. The capital receipts have been generated due to lower capital spend requirements on the Lordship Rec project (£100k) and on the Parks and Open Spaces project (£60k).
6	Environment	Rev	120		Greenways allocation funded by TFL monies. Highgate Station to Alexandra Palace Station (£60k) and Finsbury Park to White Hart Lane (£60k).
6	HRA		167		Reallocation of managed budgets for grounds maintenance, waste management and pest control. - pest control "

6	HRA	*	1,913	- waste management "
6	HRA	*	1,233	- grounds maintenance "
6	HRA	*	-3,313	- central recharges "
6	HRA		3	Homes for Haringey proposes to fund various environmental works from the management fee budget. - pest control "
6	HRA		60	- waste management "
6	HRA		70	- grounds maintenance "
6	HRA		45	- landscaping works "
6	HRA		-178	- management fee – retained budgets
6	HRA	*	-732	Leasehold income - an over-recovery of leaseholder income of £732k is forecast. This reflects the recovery of leaseholders' insurance costs. This is offset by a matching overspend in the Retained Budget where the costs have been incurred.
6	HRA	*	1,500	Reallocation of the provision of bad debts from leaseholder income.

15. Recommendations

- 15.1 To note the report.
- 15.2 To agree the virements set out in section 14.

16. Use of Appendices

Appendix i. September balanced scorecard and Performance summary

Appendix 1 September 2006 Haringey Corporate Scorecard Red 12 Financial Health **Excellent Services** Red 9 VFM Organisational Development

	Mont	hly Pei	rtorma	nce Re	view -	2006/0 ⁻	1							Se	eptemb	er 2006	
	Key:	->	Same as las	st year				^	Better than	n last year				4	Worse than	last year	
		Red	Performanc	e missing tai	rget			Amber	Performan	ice close to	target			Green	Performand	e on target	
rsp	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Targe 06/07
	Childre	n & Youn	g People's	Service l	Monthly in	ndicators								<u> </u>			
services	BV 43a	I		-		al need issons to the	-		-	-		orepared	within 1	18 weeks	3	+	2005/0 Est.To Quartii 100%
se		9 cases ir	Septemb	er and 59	in April - S	eptember										100%	
4		100%	100%			100.0%			 					10 1	Green	Green	99%
services	BV 43b	including	those aff	fected by	"exceptio	al need iss	rule" und	er the SE	N Code o	-		orepared	within	io weeks	•	↑	2005/0 Est.To Quarti 90%
"		9 cases o	n time out 94.1%	of 13 in S	eptember 92.9%	and 59 out 100.0%		April to Se 69.2%	otember I		1	l	l	I	Green	86.8% Green	85%
_	BV 49					oked after			y referen	ce to the	% of chi	ldren loo	ked afte	r on 31s		Green	Top Ba
services	A1	CPA Key	Threshold	2005/06													0<16%
services		This figure	e remains 10.5%	well inside	the top ba	anding and	l in line wi 12.1%	th our targ	et. I			l		<u> </u>	Green	10.8% Green	13%
\dashv						ducation,			inina (NE	EETs) (S	lustainable	Develop	ment Na	tional Inc		Green	Nation
services	SD44			-		v.uk/progre			(, (15.9%	Targe 11%
"		14.8%	10.3%	10.6%	16.9%	15.7%	16.7%	15.9%								Red	12.9%
services	BV 161 A4	17th year	(aged 16), who we	re engage	for care le ed in educ 0-70 clients	ation, tra	ining or e	mployme				d after o	n 1 April	in their	^	Top Ba 60%+
serv		I				tes only to ler of the y							on the co	ohort of y	oung	75.00%	
4	D) / 400	68%	25.0%	62.5%	83.3%	63.6%	62.5%	75.0%	biab	ما امانده ما م			ما ماددها	. 41	Green	Green	70%
services	C20	CPA Key	Threshold	1		ed in this a	•									100%	Top Ba 100%
_		99%	100.0%		100.0%	100%	100.0%								Green	Green	100%
S	C23	CPA Key	Threshold	'		ne numbe				•	•	-				-	Top Ba 8<23%
Excellent services		four of the	ese childre	n are alrea	ady placed	year. In ad with the pull be grain	roposed a	dopters. I	n additior	there ar	e at least	six specia			-	6 adoptions 1.8%	
EACG		6%	0.0%	3 adoptions 0.9%	0.0%	2 adoptions 0.6%	0.0%	1 adoption 0.3%							Amber	Amber	7%
services		1			-	er (exclud social wo	-	-	-								
services	Local	92%	87.0%	89.0%	92.0%	95% esponded	89.4%	94.0%								Amber	96%
Focus		From 1-9-	·06 new st	atutory tim	nescales a	oply to Chi	ldren's an	d NHS co	mplaints.	These ar	e:					68%	
Focus					-	extension t							l	1	Dod		000/
\dashv	Local	69% Children'	67%	67%	67%	0%	86%	71%				ı			Red	Red	80%
		l		ıplaints -	Stage 2 re	esponded	to in 28 d	lays									
Focus		1	·06 new st	atutory tim	nescales a	esponded oply to Chi extension t	ldren's an	d NHS co	mplaints.	These ar	e:	•				0%	
Focus		1	·06 new st	atutory tim	nescales a	oply to Chi	ldren's an	d NHS co	mplaints.	These ar	e:					0% Red	40%
\dashv		Stage 2: 2 8%	06 new st 25 working	atutory tim days with None	nescales a possible e	oply to Chi extension t	ldren's an o 65 days	d NHS co	mplaints.	These ar	e:						40%
\dashv	Unit Cost	Stage 2: 2 8% Cost of s	06 new st 25 working None ervice pe	atutory tim days with None r child (Pl	nescales appropriate prossible appropriate prosision appropriate prosibility appropriate prossibility appropriate prosibility appropriate prosibility appropriate prosibility ap	oply to Chi extension t 0%	ldren's an o 65 days	d NHS co	mplaints.	These ar	e:					Red	
Health	Unit Cost £ Unit Cost	Stage 2: 2 8% Cost of s	06 new st 25 working None ervice pe	atutory tim days with None r child (Pl	nescales a possible e None ay)	oply to Chi extension t 0%	ldren's an o 65 days None	d NHS co	mplaints.	These ar	e:					Red 3,483	
Health	Unit Cost £ Unit Cost	Stage 2: 2 8% Cost of s	06 new st 25 working None ervice per 3,341 ervice per	atutory tim days with None r child (Pl 3,806 r child (ea	nescales appossible apposible ap	oply to Chi extension t 0%	ldren's an o 65 days None	d NHS co	mplaints.	These ar	e:					3,483 Red	2,763
Health Health	Unit Cost £ Unit Cost	Stage 2: 2 8% Cost of s	06 new st 25 working None ervice per 3,341 ervice per	atutory tim days with None r child (Pl 3,806 r child (ea	nescales al possible of None ay) 4,197 Irly years)	poply to Chi extension t 0%	Idren's an o 65 days None 3,463	None	mplaints.	These ar	e:					3,483 Red	2,763
Health Health Health	Unit Cost £ Unit Cost £ Unit Cost £ Unit Cost	Stage 2: 2 8% Cost of s Cost of s Cost of s	None 3,341 ervice per 16,687 ervice per £883	atutory tim days with None r child (Pl 3,806 r child (ea 16,687 r looked a	nescales all possible of None ay) 4,197 arly years) 16,628 after child	5,012 16,517	Idren's an o 65 days None 3,463	None	mplaints.	These ar	e:					3,483 Red 16,460 Red	2,763
Health Health Health	Unit Cost £ Unit Cost £ Unit Cost £ Childre	Stage 2: 2 8% Cost of s Cost of s Cost of s £931 n & Young % of half	06 new st 25 working None ervice per 3,341 ervice per 16,687 ervice per £883 g People's days mis	atutory tim days with None r child (Pl. 3,806 r child (ea 16,687 r looked a £899 s Service sed due to	escales an possible of None ay) 4,197 arly years) 16,628 after child £905 Other indio o absence	5,012 16,517	16,628 16,628 16,628	None None 16,460 £873 sools main				ion autho	ority.			3,483 Red 16,460 Red £873	2,763 14,60 £908 2005/0 Est.To
Health Health	Unit Cost £ Unit Cost £ Unit Cost £ Childre	Stage 2: 2 8% Cost of s Cost of s Cost of s £931 n & Young W of half Final figure	06 new st 25 working None ervice per 3,341 ervice per 16,687 ervice per £883 g People's days mis	atutory tim days with None r child (Pl 3,806 r child (ea 16,687 r looked a £899 s Service s sed due to ool year 20	escales an possible of None ay) 4,197 arly years) 16,628 after child £905 Other indio o absence	5,012 16,517 £920 cators e in secon	16,628 16,628 16,628	None None 16,460 £873 sools main				ion autho	ority.			3,483 Red 16,460 Red £873	2,763 14,60 £908 2005/0 Est. To Quartii 7.6%

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	BV 46	l	-	sed due to		•	-	ls maintaii column	ned by th	ie local e	education	authori	ty.				2005/06 Est.Top Quartile
Exc		Reported	3 times a	year										_			5.1%
	BV	6.41%	tion in on	d autaam	6.63%	auth wark	. Vauna	naanla aa	od 12 10	aalalaa	0 200024	d auton	ma aa 9/	of 12		Red	5.6% 2005/06
Excellent services				ed in you	-	outn work	: Young	people ag	ea 13-19	gaining	a recorde	ea outco	me as 7	OT 13-			Est.Top Quartile
M %		15%			9.6%			19.6%									58% 15%
Excellent services	BV 221b	Participa		d outcom involved	es from y		: Young	people ag	ed 13-19	gaining	an Accre	dited Ou	tcome a	s % of			2005/06 Est.Top Quartile
Excellen																	25%
	D) /	7.5%	f a a miles see	ana 8 Chil	0.5%	al a na la in	la a dana 0	7.0%				4!	44:				7.5%
Excellent services	BV 222a	funded) l	by the LA	with a quareported 3	alification	of level 1		% of leade	rs or acc	realtea (early edu	cation se	ettings n	unaea (o	г рап		2005/06 Est.Top Quartile Lon. 40%
	D) (45%		0.01.11	<u> </u>												50%
Excellent services	BV 222b	Quality o	of early ye	ars & Chii	dcare Lea	idership -	Postgrad	duate inpu	t I					<u> </u>	<u> </u>		2005/06 Est.Top Quartile 100%
Excellent services	38	% of 15 y	-	upils in so sults show			-	al educati	on autho	ority achi	ieving fiv	e or mor	e GCSEs	s at grad	es A*- C	↑	Target 05/06
Exc		48.5%			53.6%			1								Green	46% 49%
	Environ		nthly indic	cators	00.070	!										Orcen	4370
rvices	BV 109a	_	·					veeks (Go : a high per	_	•	vhen any l	miss the	target			←	2005/06 Est.Top Quartile 69%
Excellent services		consultati	on (Horns	ey Treatme	ent Works	N8 & Unit	21 Cranfo	ne three whord Way Na a subseque	B). The of	her was	deferred a	at Commi	ttee at th			57%	33,0
		86.05%	50%	no cases	50%	100%	0.00%	no cases							Red	Red	82%
Excellent services	BV 109b	CPA Key	Threshold	1			`	rget 65%)								1	2005/06 Est.Top Quartile
Exc				in Septen					ı		1			1		87.6%	75%
/ices	BV 109c	81.52% % of other	89.5% er applica	93.8% tions dete	93.1% ermined in	87% 8 weeks	80.0% (Gov't ta	82.9% rget 80%)							Amber	Green	83% 2005/06 Est.Top
Excellent service		,	<i>Threshold</i> f 127 on ti		tember. 69	9 out of 78	30 in Apr-	Septembe	r.							90%	Quartile 88%
XCe		92%	98%	90.6%	92.7%	86%	79.6%	94.5%				1	1		Cucon	Ambau	92%
oxdot	BV 204							nority's de	cision to	refuse.					Green	Amber	2005/06
Excellent services		l						nue to be o			•				•	45%	Est.Top Quartile 25%
" "		32%	43.8%	44.4%	38.9%	60%	66.7%	30.0%				· ·			Green	Red	30%
Excellent services	BV 215a	Average	days to re	epair stree	et lighting	faults (ex		ts relating	to powe	r supply	- see bel	ow)			Oreen	1	2005/06 Est.Top Quartile 4
Ex		1.92	2.08	wing cons 1.68	1.91	2.96	1.40	1.89					Ι	Ι	Green	1.90 Green	3.50
Excellent services	BV 215b		-	epair stree				ted faults,	once the	ey are w	ith our Di	strict Ne	twork O	perator (1	2005/06 Est.Top Quartile
Exce		l		-				ear to be a	pplying t	he correc	t level of	resource	to repair	the faults	S.	15.21	16
		21.96	9.75	2.13	3.73	48.71	4.00	15.54							Green	Green	20.0
Excellent services	BV 218a	·				_		24 hrs of r	notificati	on						09.70/	2005/06 Est.Top Quartile
Ser EX				nce. YTD					г							98.7%	91%
\vdash	BV	96.0% % of aba	94.2% ndoned v	100.0% ehicles re		99.6% thin 24 hr	100.0%	99.6% hen the L	A is lega	lly entitl	ed to rem	ove ther	 n)		Green	Green	90.0% 2005/06
Excellent services	218b						•	um of 100°	_	, ວາເຜດ	- 2 .3 .0111		,			97.9%	Est.Top Quartile 83%
m s		93%	92.6%	96.8%	100.0%	98%	100.0%								Green	Green	90%
ш		3370	JZ.U /0	J J J J J J J	100.070	J 30 /0	100.070	100.070	I		l	1		1	Orceri	_ Green	5070

Persp	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly	YTD	Target
ective σ	BV		·		h has beei			·	001	NOV	Dec	Jan	165	Mai	Progress	Progress	06/07 2005/06
vice	82ai+bi	CPA Key	Threshold	d												(Est.Top Qrtle Lon
Excellent services		tonnage b	asis. For	Haringey t	his had a b	eneficial o	effect and	alculated - led to an ir 06-07 targe	ncrease i	n the rate	e of report	ed recycl	,			22.40%	collect only 21%
Exc			22.10%			20.7%	22.6%		51 01 22 /0	lias bee	T exceede	Ju.		I	Green	Croon	22%
· · ·	BV 84a		usehold v	vaste colle	ected per	head (sea	sonally a	22.6% djusted ar 05/06 est.).					ts)		Green	Green	2005/06 Est.Top
vice				•		. ,		oing invest	•				sina non-l	househol	d waste	383.4	Qrtle Lon
Excellent services		collected	out of the	borough a		ation of u	nknown ve	ehicles that	-	٠.			-			(actual 191.7)	collect only 371
Exce		359.16	370 (actual: 30)	407 (actual: 35)	411 (actual: 34)	376 (actual: 32)	363 (actual: 31)	372 (actual: 31)							Red	Red	355
	BV	Number				,		i (KSI). Sea	asonally	adjuste	d annual	<u> </u> equivale	nt.	l		_	
llent	99a	"	•		,			om TfL. Tre and educati					,	-	for June	1	
Excellent services		2005	Jan	Feb	Mar	Apr	May	Jun	on progr	annino, w	T WIII THE	T the targ		J .	1	124 (62)	
		94	70 (6)	. ,	139 (12)	114 (9)	159 (14)	. ,							Red	Green	124 in 2006
t s	BV	l				-		lly adjuste om TfL. Tal			•		eav Treni	d arrow is	s from		
Excellent services	99c	"	•		evel of cas				gorione	m mayo	or Londo	no otrate	gy. mom	a arrow n	0 11 0111	T	
Ser		2005	Jan	Feb	Mar	Apr	May	Jun								623 (312)	
	Was	712	546 (47)	, ,	382 (33)			751 (63) d waste co	lloction	c (from	Accord)				Green		849 in 2006 2000 /01
nt is	BV 88	Number	waste coi	nections ii	nisseu per	100,000	nousenoi	u waste co	Jilection	s (Iroin /	Accord						Top
Excellent services	2. 00	The figure	for Septe	ember and	the year e	xcluding t	he strike is	s better tha	n the tar	get. Owir	ng to strike	action th	ne target t	for the ye	ear		Quartile
Sel		cannot be														3,729	28
	Land	129.41	113.4	121.1	124.0	126.8	21,759.0								Green	Red	130
s t	Local				asonally a o a profile s	-										1	
Excellent services		l			٠.			side activit			-		-		art Lane	1,119,750	
		910,749	1,070,115	1,148,567	1,120,812	1,179,673	1,179,673	1,060,108							Green	Green	1,083,445
es es	Local	Parks cle				-:										^	
Excellent services					ecomes av			ก <i>นy</i> ng training,	and conf	tinues to	be above	target. 2r	nd quarte	r figure 8	5.1.	85.16	
ŝ Ĝ		80.92	84.10	86.87	83.70	83.45	86.03	86.00							Green	Green	80
services	CPA E32				high risk p			/ no due								119% (25	CPA Upper Threshold 100%
Ħ		vve are co	irrenily up	To date w	ith High Ris	367%		1		ı		Ι		1		visits)	10070
Exceller		100%	100% (2 visits)	visits)	67% (8 over 12)	(11 over 3)	none done or due	100.0%							Green	Green	75%
ent es	BV217				rovements of those d			se due								\	
Excellent services		l						of our Envi	ironment	al Protec	tion Act pe	ermitted p	orocesses	S.		100%	
		100%	100%	100%	100%	100%	100.0%	100.0%							Green	Green	99%
Financial Health	Local	Debt rece	overy – pa	arking inc	ome recov	ery targe	et (%)										
Fina He		Parking ir	61%	61%	continues 61%	to be on 1 61%	target. 61%	61%		I	1			1	Green	Green	61%
	Unit	Projected			costs per t		01/6	01/6							Green	Green	0176
Financial Health	Cost	The proje	cted wast	e collection	n cost per t	onne has	fallen to £	70 becaus	e higher	tonnages	s are being	n collecte	d within e	existina b	udaets A		
Financia Health					aste is curr			0 200000	ogo.	tormago	, a. o 2 o	,	u	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	uugoto. 7 t		
	£		£72	£73	£73	£72	£72	£70								Green	£72
	Unit Cost	Projected Surplus s			e per park	ing ticket	issued										
Financial Health	0031			. ,	to be on to	arget, bec	ause prev	iously repo	rted inco	me short	tfalls are to	be man	aged with	nin appro	ved		
ËΞ	_	budget.	•			•											
	£	ment oth	-£13.40		-£13.40	-£13.40	-£13.40	-£13.40								Green	-£13.40
± "	BV				nt cleanlin	ess (litte	r)									<u>J</u>	Target
Excellent services	199a		ency of re	eporting thi	s indicator	is planned	d to increa	ise over the	course	of the ye	ar					_	05/06 28%
	D\/	37%	oot on d	nviro :	nt olea=!	000 (0	efi+i)	40.0%								Red	25%
Excellent services	BV 199b				nt cleanlin s indicator			ise over the	e course	of the ye	ar					->	Target 05/06 7%
Ж g		7%						6.0%								Green	6%
ent	BV	l			nt cleanlin				00::::::	of the ···	or						Target
Excellent services	199c	ine irequ	енсу от ге	pururig thi	s iriulcator	is pianned	ı ıo ırıcrea	ise over the	course	oi ine ye	ai					_	05/06 4%
ω »		4%						4.0%								Green	3%

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Customer Focus	Survey CPA E32	Business	Satisfac	tion with t	rading sta	indards										→	CPA Upper Threshold 75%
2 -		79%			72.0%			78%								Green	76%
Customer Focus	Survey CPA E32	Custome	r Satisfac	tion with	trading sta	andards										1	CPA Upper Threshold 75%
D F		82%			86.0%			89.0%								Green	76%
Customer Focus	Better Haringe y Survey	Confidence		±5%. The	lection ese survey estions, san							-		asks sim	ilar	↑	
ō		64%		1 1 21	L .			70%								Amber	69%
Customer Focus	Better Haringe y Survey	Confidence		±5%. The	aning ese survey estions, san							-		asks sim	ilar	1	
		44%						62%								Green	55%
Customer Focus	Better Haringe y Survey	Confidence	ce interval	±5%. The	grounds ages survey estions, san	results sh	ould not b	and small				-		asks sim	ilar	↑	709/
Customer (Better Haringe y Survey	Confidence		±6%. The	acilities se survey l estions, san			,	,			•		asks simi	ilar	Amber	70%
		55%						62%								Amber	60%
Focus	Better Haringe	Confidence	ce interval	±7%. The	se survey	results sh	ould not b	e directly o				urvey as		asks simi	ilar	^	
ıstomer	y Survey	This score	e is below	target. A r	estions, san eturn of 40 has alread	% 'don't k	now' ansv	vers sugge	sts more	work ne	eds to be		romote th	ne Reuse	and		
Customer Focus		This score	e is below	target. A r	eturn of 40	% 'don't k	now' ansv	vers sugge	sts more	work ne	eds to be		romote th	ne Reuse	e and	Red	70%
Customer	Survey	This score Recycling 42% Services M	e is below Centres. Monthly in	target. A r This work dicators	eturn of 40 has alread	% 'don't k y begun a	now' ansv nd further	vers sugge promotion 57%	ests more will be h	work neg	eds to be	coming n	romote the		and	Red	
	Survey	This score Recycling 42% Services M	e is below Centres. Monthly in	target. A r This work dicators	eturn of 40	% 'don't k y begun a	now' ansv nd further	vers sugge promotion 57%	ests more will be h	work neg	eds to be	coming n	romote the		e and	Red	70% 2005/06 Est.Top Quartile 90%
Excellent Customer services	Survey Social S Ex. BV 185	This score Recycling 42% Services M	e is below Centres. Monthly in	target. A r This work dicators	eturn of 40 has alread	% 'don't k y begun a	now' ansv nd further	vers sugge promotion 57%	ests more will be h	work neg	eds to be	coming n	romote the		e and	Red ->	2005/06 Est.Top Quartile
Excellent services	Survey Social S Ex. BV 185 HfH BV 212	This score Recycling 42% Services M The % of 91% Average Was BV 6	e is below Centres. Monthly in responsi 91.9% relet time	target. A r This work dicators ve (but no	eturn of 40 has alread ot emerger 91.4%	% 'don't k y begun a ncy) repai	rs during 96.1% s let in th	the year, 97.7% e financia	ests more will be h	work ned	eds to be g over the thority bo	coming n	romote the		Red	Red	2005/06 Est.Top Quartile 90% 99%
Excellent Excellent services	Survey Social S Ex. BV 185 HfH BV 212 LHO 4	This score Recycling 42% Services M The % of 91% Average Was BV 6 29.00 Local aut	e is below centres. Monthly in responsi 91.9% relet time 58 33.63	dicators ve (but no 94.51% s for loca 38.04	eturn of 40 has alread ot emerger 91.4%	% 'don't k y begun a ncy) repai 95.98% dwelling 90.71 ears: pro	now' answnd further rs during 96.1% s let in th 70.51 portion o	vers sugge promotion 57% the year, 97.7% e financia 48.20 f rent colli	ests more will be h for whic	work ned	eds to be g over the thority bo	coming n	romote the			Red	2005/06 Est. Top Quartile 90% 99% 27 2005/06 Est. Top Quartile
Excellent services	Survey Social S Ex. BV 185 HfH BV 212 LHO 4 HfH	This score Recycling 42% Services M The % of 91% Average Was BV 6 29.00 Local aut	e is below centres. Monthly in responsi 91.9% relet time 58 33.63	dicators ve (but no 94.51% s for loca 38.04	eturn of 40 has alread ot emerger 91.4% I authority 46.58 on and arr	% 'don't k y begun a ncy) repai 95.98% dwelling 90.71 ears: pro	now' answnd further rs during 96.1% s let in th 70.51 portion o	vers sugge promotion 57% the year, 97.7% e financia 48.20 f rent colli	ests more will be h for whic	work ned	eds to be g over the thority bo	coming n	romote the		Red	Red 55.75	2005/06 Est. Top Quartile 90% 99% 27 2005/06 Est. Top
Excellent Excellent services	Survey Social S Ex. BV 185 HfH BV 212 LHO 4 HfH BV 66a HfH	This score Recycling 42% Services M The % of 91% Average Was BV 6 29.00 Local aut Year to de 97% Percenta	e is below Centres. Monthly in responsi 91.9% relet time 68 33.63 thority rerate only. E 93.5% ge of tena	dicators ve (but no 94.51% s for loca 38.04 nt collection 96.0% ents with i	eturn of 40 has alread of the emerger of the emerge	% 'don't k y begun a 95.98% 90.71 ears: pro London (e	now' answnd further rs during 96.1% s let in th 70.51 portion o 95.6% eeks rent	vers sugge promotion 57% the year, 97.7% e financia 48.20 f rent coll 95.44% arrears	ests more will be h for whic	work ned	eds to be g over the thority bo	coming n	romote the		Red	Fed 55.75 Red 95.44%	2005/06 Est. Top Quartile 90% 99% 27 2005/06 Est. Top Quartile 98%
Financial Financial Excellent Excellent Health Health services	Survey Social S Ex. BV 185 HfH BV 212 LHO 4 HfH BV 66a HfH BV 66b HfH	This score Recycling 42% Services M The % of 91% Average Was BV 6 29.00 Local aut Year to do 97% Percenta Year to do	e is below Centres. Monthly in responsi 91.9% 191.9	get. A r This work dicators we (but no get) get. S for loca 38.04 at collection quality of the get	eturn of 40 has alread of emerger 91.4% I authority 46.58 on and arrrtile 05/06 95.8% more than rtile 05/06	% 'don't k y begun a 95.98% 95.98% dwelling 90.71 ears: pro London (6) seven we London (6)	96.1% 96.1% 70.51 portion o est) 96.1% 95.6% eeks rent est) 96.1%	vers sugge promotion 57% the year, 97.7% e financia 48.20 f rent coll- 95.44% arrears	ests more will be h for whic	work necappening	eds to be gover the gover the thority bo	coming n	romote the		Red	Fed 55.75 Red 95.44% Red	2005/06 Est. Top Quartile 90% 99% 27 2005/06 Est. Top Quartile 98% 97.5% 2005/06 Est. Top Quartile 987
Financial Excellent Excellent Health services	Survey Social S Ex. BV 185 HfH BV 212 LHO 4 HfH BV 66a HfH BV 66b HfH (BV73)	This score Recycling 42% Services M The % of 91% Average Was BV 6 29.00 Local aut Year to de 97% Percenta Year to de 13.1% The average	e is below Centres. Monthly in responsi 91.9% 191.9	dicators ve (but no 94.51% s for loca 38.04 nt collection quality of the property of the pro	eturn of 40 has alread of the emerger of the emerge	% 'don't k y begun a 95.98% 95.98% dwelling 90.71 ears: pro London (6) seven we London (6) 14.51% on-urgent	now' answnd further rs during 96.1% 96.1% 70.51 portion of est) 96.1% 95.6% eseks rent est) 96.1% 15.1% t respons	vers sugge promotion 57% the year, 97.7% e financia 48.20 f rent coll- 95.44% arrears	ests more will be h for whic	work necappening h the autorial allendar of allendar of allendar of allendar days;	eds to be gover the gover the thority bo	th made	romote the		Red	Red 55.75 Red 95.44% Red 15.51%	2005/06 Est. Top Quartile 90% 99% 27 2005/06 Est. Top Quartile 98% 97.5% 2005/06 Est. Top Quartile 4%
Financial Financial Excellent Excellent Health Health services	Survey Social S Ex. BV 185 HfH BV 212 LHO 4 HfH BV 66a HfH (BV73) LHO 6	This score Recycling 42% Services M The % of 91% Average Was BV 6 29.00 Local aut Year to de 97% Percenta Year to de 13.1% The averamonthly fi 13.98 The % of	e is below Centres. Monthly in responsi 91.9% relet time 68 33.63 thority rerate only. E 93.5% ge of tenate only. E 13.6% age time tigures exci	g4.51% s for loca 38.04 t collection qual 14.2% aken to c lude late related to the	eturn of 40 has alread 91.4% 1 authority 46.58 on and arr rtile 05/06 95.8% more than rtile 05/06 14.49% omplete neporting but 11.87 npleted with eporting but 11.87	% 'don't k y begun a 95.98% 95.98% dwelling 90.71 ears: pro London (e 14.51% on-urgen'tt the year 12.63 thin Gove tt the year	96.1% 96.1% 96.1% 70.51 portion o est) 96.1% 95.6% eeks rent est) 96.1% 15.1% t respons to date in 12.43 rnment ti to date in	vers sugge promotion 57% the year, 97.7% e financia 48.20 f rent coll. 95.44% arrears 15.51% ive repair cludes late 14.08 me limits. cludes late cludes late	for whice I year (co	work necappening h the authorized allendar of allenda	eds to be gover the thority bo	th made	romote the		Red	Red 55.75 Red 95.44% Red 15.51% Red 12 Green	2005/06 Est. Top Quartile 90% 99% 27 2005/06 Est. Top Quartile 98% 97.5% 2005/06 Est. Top Quartile 4% 10.0%
Excellent Financial Financial Excellent Excellent services services	Survey Social S Ex. BV 185 HfH BV 212 LHO 4 HfH BV 66a HfH (BV73) LHO 6 HfH (BV 72) LHO 5 HfH	This score Recycling 42% Services M The % of 91% Average Was BV 6 29.00 Local aut Year to de 13.1% The average Monthly fi 13.98 The % of Monthly fi	e is below Centres. Monthly in responsi 91.9% relet time 68 33.63 thority rerate only. E 93.5% ge of tenate only. E 13.6% age time tigures exc. 17.71 urgent re	g4.51% s for loca 38.04 t collection qual 14.2% aken to c dude late re dude late re g93.4%	eturn of 40 has alread ot emerger 91.4% 1 authority 46.58 on and arr rtile 05/06 95.8% more than rtile 05/06 14.49% omplete neporting but 11.87 npleted with eporting but 95.2%	% 'don't k y begun a 95.98% 95.98% dwelling 90.71 ears: pro London (e 14.51% on-urgen'nt the year 12.63 thin Gove tt the year 92.6%	96.1% 96.1% 96.1% 70.51 portion o est) 96.1% 15.1% t respons to date in 12.43 rnment ti to date in 91.6%	vers sugge promotion 57% the year, 97.7% e financia 48.20 f rent collidarears 15.51% ive repair cludes late 14.08 me limits. cludes late 95.0%	for whice I year (co	work necappening h the authorized allendar of allenda	eds to be gover the thority bo	th made	romote the		Red	Red 55.75 Red 95.44% Red 15.51% Red 12 Green	2005/06 Est. Top Quartile 90% 99% 27 2005/06 Est. Top Quartile 98% 97.5% 2005/06 Est. Top Quartile 4% 10.0%
Excellent Financial Financial Excellent Excellent services services	Survey Social S Ex. BV 185 HfH BV 212 LHO 4 HfH BV 66a HfH (BV73) LHO 6 HfH (BV 72) LHO 5	This score Recycling 42% Services M The % of 91% Average Was BV 6 29.00 Local aut Year to de 13.1% The averamonthly fit 13.98 The % of Monthly fit 98% The prop	e is below centres. Monthly in responsi 91.9% relet time 68 33.63 thority relate only. E 93.5% ge of tenate only. E 13.6% age time to gures excount of the control of	94.51% s for loca 38.04 nt collection of the pairs con local auth at the beginning to the pairs con local auth at the beginning work and the beginning work at the beginning work at the beginning work and the beginning work at the beginning w	eturn of 40 has alread 91.4% 1 authority 46.58 on and arr rtile 05/06 95.8% more than rtile 05/06 14.49% omplete neporting but 11.87 npleted with eporting but 11.87	% 'don't k y begun a 95.98% dwelling 90.71 ears: pro London (e 95.15% seven we London (e 14.51% on-urgent t the year 12.63 thin Gove tt the year. 92.6% he year. 0	96.1% 96.1% s let in th 70.51 portion o est) 96.1% 15.1% t respons to date in 12.43 rmment ti to date in 91.6% were non 5/06 outtu	yers sugge promotion 57% the year, 97.7% e financia 48.20 f rent collidate from the second	ests more will be h for whice I year (c:	work necappening h the aut alendar of tar days for all but	eds to be a pover the thority both thority both thority both the last n	th made	and kep	t an	Red Red Amber	Red 55.75 Red 95.44% Red 15.51% Red 12 Green	2005/06 Est. Top Quartile 90% 99% 27 2005/06 Est. Top Quartile 98% 97.5% 2005/06 Est. Top Quartile 4% 10.0%
Excellent Excellent Financial Financial Excellent Excellent Services Services Health Health Services	Survey Social S Ex. BV 185 HfH BV 212 LHO 4 HfH BV 66a HfH (BV73) LHO 6 HfH (BV73) LHO 5 HfH BV 184a 2007/8	This score Recycling 42% Services M The % of 91% Average Was BV 6 29.00 Local aut Year to de 13.1% The averamonthly fit 13.98 The % of Monthly fit 98% The prop	e is below centres. Monthly in responsi 91.9% relet time 68 33.63 thority relate only. E 93.5% ge of tenate only. E 13.6% age time to gures excount of the control of	94.51% s for loca 38.04 nt collection of the pairs con local auth at the beginning to the pairs con local auth at the beginning work and the beginning work at the beginning work at the beginning work and the beginning work at the beginning w	91.4% 91.4% 1 authority 46.58 on and arr rtile 05/06 95.8% more than rtile 05/06 14.49% omplete neporting but 11.87 npleted with eporting but 95.2% ority home	% 'don't k y begun a 95.98% dwelling 90.71 ears: pro London (e 95.15% seven we London (e 14.51% on-urgent t the year 12.63 thin Gove tt the year. 92.6% he year. 0	96.1% 96.1% s let in th 70.51 portion o est) 96.1% 15.1% t respons to date in 12.43 rmment ti to date in 91.6% were non 5/06 outtu	yers sugge promotion 57% the year, 97.7% e financia 48.20 f rent collidate from the second	ests more will be h for whice I year (c:	work necappening h the aut alendar of lar days for all but	eds to be a pover the thority both thority both thority both the last n	th made	and kep	t an	Red Red Amber	Red 55.75 Red 95.44% Red 15.51% Red 12 Green	2005/06 Est. Top Quartile 90% 99% 27 2005/06 Est. Top Quartile 98% 97.5% 2005/06 Est. Top Quartile 4% 10.0% 14
Excellent Excellent Financial Financial Excellent Excellent Services Services Health Health Services	Survey Social S Ex. BV 185 HfH BV 212 LHO 4 HfH BV 66a HfH (BV73) LHO 6 HfH (BV73) LHO 5 HfH BV 184a 2007/8	This score Recycling 42% Services N The % of 91% Average Was BV 6 29.00 Local aut Year to da 97% Percenta Year to da 13.1% The avera Monthly fi 13.98 The % of Monthly fi 98% The prop This pi is each mon 44.7%	e is below Centres. Monthly in responsi 91.9% relet time 638 33.63 thority rerate only. E 93.5% ge of tensate only. E 13.6% age time to igures excompany in the igure excompany in the igures excompany in the igure excomp	g4.51% s for loca 38.04 tt collection quality of the pairs confude late results of the pairs of t	eturn of 40 has alread ot emerger 91.4% 1 authority 46.58 on and arrrtile 05/06 95.8% more than rtile 05/06 14.49% omplete meporting but the porting of the porti	% 'don't k y begun a 95.98% dwelling 90.71 ears: pro London (e 95.15% seven we London (e 14.51% on-urgen'nt the year 12.63 thin Gove at the year. 0 92.6% es which the year. 0 44.5%	96.1% s let in th 70.51 portion o st) 96.1% 95.6% eeks rent est) 96.1% 15.1% t respons to date in 12.43 ernment ti to date in 91.6% were non 5/06 outtu or 07/08 out	yers sugge promotion 57% the year, 97.7% e financia 48.20 f rent collidate from the second	ests more will be h for whice I year (c:	work necappening h the aut alendar of lar days for all but	eds to be a pover the thority both thority both thority both the last n	th made	and kep	t an	Red Red Amber	8ed 55.75 Red 95.44% Red 15.51% Red 12 Green 96.2% Amber	2005/06 Est. Top Quartile 90% 99% 27 2005/06 Est. Top Quartile 98% 97.5% 2005/06 Est. Top Quartile 4% 10.0% 14

Persp ective	Ref.	05/06	Apr	Мау	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
	Unit	Cost per	Nightly R	ated Acco	mmodati	on											
Health	Cost	-															
Health	HSG			T	T =	T =	T =						1	1			
_		Duissata a	£40.77	£40.71	£40.91	£40.93		£41.23	المامية			d:== =4 ==		-4:		Amber	£40.2 2005/0
ا ي	BV	l		ellings tha rity. (Annu			-		isnea au	ring the	year as a	airect re	suit of a	ction		L	2005/0 Est.To
services	64							,.								_	Quartil
ser	HSG															114 (57)	56
		414	48 (4)	132 (11)	156 (13)	36 (3)	204 (17)	108 (9)							Green	Green	100
	BV	l		h of stay i								de deper	ndent ch	ildren		_	2005/0
ces	183a	or a preg	nant won	nan and w	hich are ι	unintentio	nally hon	neless and	d in prior	ity need.						→	Est.To
services	HSG															0	Quartile
ا " ا		0	0	Ιο	Ιο	0	Ιο	0							Green	Green	1
	BV	The aver	age lengt	h of stay (weeks) in	hostel a	ccommod	lation of h	ousehol	ds which	include	depende	nt child	en or a			2005/0
Ses	183b			and which		-			-	eed.		-				•	Est.To
services	HSG	This indic	ator does	not exclu	ide pre 200	04 cases a	as previou	sly reporte	d.								Quartii 21
ìš		67.41	Nil	108.62	L NII	61.8	40.33	77				I			Dod	67.71	35
\dashv	based			househol	Nil				neless to	the loca	l housin	ı authori	tv's hou	sing adv	Red	Red	2005/0
[پر	on BV			ice/interv						110 1000		, uutiloii	.y oou	omig au			Est.To
services	213																Quartii
services	HSG	l		(actuals in												242 (454)	Eqv. T 485
ا " ا	1133	September 381	<u>_</u> _	is low owir 324 (27)	~ 				t following	anııcı	nange.	I			Dod	348 (174)	400
\dashv	BV 54		` ′	ed to live	. ,	_ ` ′	. ,	. ,	or over			<u> </u>			Red	Red	Top Ba
es es	C32															_	100+
services		Improvem	nent projec	cts to incre	ase data a	accuracy h	ave been	carried ou	t in this ar	ea. Due	to this we	had expe	ected and	planned	d for a		
Se Se	Soc		in perform	ance. We					r back inte	top ban	iding.						
_		156	156	156	155	133	113	99.86	l							Red	121
,	BV 55 D40	l		i <mark>ents rece</mark> people an	_		percenta	ge of thos	e receivi	ng a ser	vice					1	Top Bai 60<90
services	D-10	1	•		,		n out of th	o four con	ico aroas	Thoso	ara baina	olocoly m	onitored	and if th	ic lovel of		00 100
services	Soc	l	-	rgets set for ined we wi		_		e iour serv	nce areas	. Hiese a	are being	ciosely III	onitorea	and ii ui	is level of		
ا" ا	300	42%	43.0%	42.0%	40.0%	47.6%		54.4%				I				Red	60%
\dashv	BV 56			s of equip			51.4%		working	days						Reu	Top Ba
့် မှု	D54		Threshold		inoni a a	auptation	o donvere		working	uuyo							85
services		The strea	mlining of	processes	and staff	re-organis	ation has	caused a	slight dow	nturn in ı	recent per	formance	howeve	r we are	confident	86.93%	
Sei	Soc	that the c	ompletion	of this will	now assis	t in perfor	mance bei	ng back u	p to the ta	rget for t	he next pe	eriod.				00.93 /6	
		86%	85.0%	91.7%	96.2%	89%	87%	74.6%							Red	Amber	88%
es	BV 58 D39		•	r ing a stat dults & Old				-								 	Top Bai 100
services	D39			cator that						to a nos	ition of re	auirina m	anagers	to respoi	nd to an		700
		~		at provides			,						-				
Excellent				ice areas		r other me	chanisms	that they	can think	of to pusl	h performa	ance up i	n this are	a - our a	im is to		
ă	Soc			et for this y		1		,									
_		70%	64.0%	64.0%	64.0%	79%	76.0%	80.0%							10.1	Amber	84%
es	BV 195			g time for e from firs									tact is le	ss than	48 hours	T T	Top Bai 90<10
Š	D55			l. This PI is									·).			•	""
t se		Part of the	a indicator	is monitor	ed on a w	ookly basi	e and norf	ormance i	n that are	a ie impr	ovina We	have inc	et introdu	and norte	ormance		
		l		and fourth		-				a is impre	Jvilig. vve	nave jus	st inti odu	seu penc	Jillance		
Excellent services	Soc					- '							ı				
_		59%	58%	53%	47.6%	47.8%	49.8%	48.8%		41				6 - 11		Red	71%
ses	BV 196			g time for ss than or	•	•	wnere the	e time froi	m comple	etion of a	assessme	ent to pro	vision o	T all ser	vices in a		Top Bai 90<10
ĬΞ	D56		-	d. This PI is	•		le waiting	times for a	care pack	ages for i	new older	clients (6	(5+)			T	00 70
t se		,					•			•		•	,	الم	المحادة عال		
Excellent services	_	l		light dip in ndicator in	•								saiegua	a nave o	jeciaea		
Š	Soc											1	1				
		80%	78.9%	71.1%	78.4%	82.6%	80.9%	84.6%			4:-1		10	000 -14		nber	87%
ice I	Paf	population	. •	65 or ove	er admitte	a on a pe	rmanenti	oasis in tr	ie year to	residen	tiai or nu	rsing car	e per 10	,uuu ola	er peopie		Top Ba 80+
sen	C72			l (using 20	04 mid yea	ar estimate	e populatio	on of 21,00	00). Good	performa	ance is lov	v. Top ba	nding is	<80.		T	
eut		\A/4	::: Al A-	and the second Control	for this DI	hard an all a	- 414					6 41					
Excellent services	Soc	vve are st	iii in the to	p banding	TOT THIS PI	but realis	e that we	wiii nave to	ciosely r	nonitor tr	nis indicati	or for the	remainde	er of the	year.		
û		69	34.30	37.00	48.00	63.00	75.43	77.00								Amber	70
	Paf	l		ers for Ac				ng a carer	's break o	or specif	ic carer's	service	as a pro	portion	of all	L	Top Ba
Ses	C62	Auuit Cile	ants recei	ving a cor	immunity t	Jasea ser	vice										12% -
er <u>i</u>	502	This is a	complex n	roblem. Ou	ur practice	, which is	similar to t	hat of othe	er authorit	ies, has l	been to in	corporate	a carer's	assess	ment with		
Excellent services		that of the	person th	ney care fo	r, but we h	nave found	l it difficult	to count v	vhich serv	rices belo	ng to the	carer and	d which to	the car	ed for		
<u> </u>		l'	•	we do a m													
0	l	l		taff making	•						so that w	e can cle	arly iden	ity what	services		
ŭΙ	Soc	they reco	IVA - this "	/III ha man	ITOTEM CIOC												
Ĭ	Soc	they recei	5.0%	3.0%	2.5%	2.6%	3.6%	4.0%	I IIIpiove	mem.		I				Red	12%

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
vices	BV 201			•	eiving dire	ect payme	ents at 31	March pe	r 100,000) popula	tion aged	18 or ov	er (age	standard	lised)	4	Top Band 150
Excellent services	C51	An urgent	•	s been req			-	the issues	are here	- why pe	erformance	e has dro	September	3			
Excel	Soc	122	122	e to improv	e performa 121	ance and a	117	ur target. 121								Red	150
-ocus	Local			-	•	_	•	nded to w		•						^	
Customer Focus	Soc	From 1-9-	-06 new st	atutory tim		ply to Chi	ldren's an	hieve our t d NHS con	-							80%	
	Local	71% NHS & 0	100.0% Communit	80.0% ty Care Ac	66.7%	80% ints - Stag	33.3% ge 2 resp	90.0% onded to v	vithin 28	days					Green	Green	80%
Customer Focus	Soc	From 1-9-	-06 new st	atutory tim		ply to Chi	ldren's an	days, 2 out d NHS cor		•	re:					0%	
	Unit	0% Cost of h	None ome care	0% per client	None	0%	0%	None							Red	Red	50% Top Band
Financial Health	Cost Paf B17 Soc	020.00	620.60		620.60	620.60	620.60				I	Ι	ı	ı		Bad	£11<£15
	Unit	£20.60 Cost of in	£20.60 ntensive s	£20.60 social care	£20.60 per clien	£20.60	£20.60							<u> </u>		Red	£15.50 Top Band
Financial Health	Cost Paf B12	2242.22			0=10	0700		ı			ı	ı	T	1			£415<£553
ш.	Social S	£616.00 Services of	£632	£661	£712	£729	£724									Red	£590
± "					ccepted as	s homeles	ss who ha	ve been p	revious	у ассер	ted as ho	meless v	vithin las	st two ye	ars	-	
Excellent services	нsg	2.1% of a years.	ccepted h	omeless ap	pplications	in the first	t quarter o	of 2006/07	were fron	n applica	nts who h	ad been a	accepted	in the las	st two	1.55%	
		1.55%	na Deemle	KDI 2 (CI	2.1%	-\ The				h						Green	8%
Excellent services	HSG	of service	• .	•	eft the ser		mber of s	ervice use	ers wno	nave mo	vea on in	a piann	ed way a	is a perc	entage		
		71% Supporti	na People	KPI 1 TI	46.3% he numbe	r of servi	ce users y	46.3% who have	establisi	ned or a	re maintai	ning ind	epender	 nt living (existing	Green	46
Excellent services	HSG	service u	• .	those who				ntage of th				_	-	_	, 3		
		99%			96.5%			96.5%								Amber	97%
Excellent services	BV 53	PAF C28	home ca	re per 1,00	00 popula	tion aged	65 or ove	er.								→	Top Band 16+
ய்ல		23						23								Amber	24
Financial Health	BV 8		entage of	invoices	for commo	-	ods and s	ervices th	at were p	paid by t	he author	ity withi	n 30 day	s of sucl	h	85.2%	2005/06 Est.Top Quartile 96%
	BV 9	89%	88.3%	83.3%	83.1%	88.1%	83.08%	87.75% ar which w	ore rece	ived in v	ear by th	e author	itv		Red	Red	92.0% 2005/06
Financial Health	2.0	Consister	nt collection	n performa	ince in the	second q	uarter				, ou			ı	Croon	93.41%	Est.Top Quartile 98%
Financial Health	BV 10	-						94.04% cial year w	hich wei	e receiv	ed in year	r by the a	uthority	<u> </u> -	Green	Amber	93.75% 2005/06 Est.Top Quartile 99%
ᇤᅩ		98.98%		99.4%	nce in the 99.4%	99.7%	99.9%	99.3%							Green	99.5% Green	99%
Excellent services	PM1	Measured The secon	<i>in days</i> nd quarter		-	•		lays) ne first qua	rter. A nu	mber of i	initiatives	are in pla	ce to			47	
u s		41	50	56	49	43	42	42							Red	Red	36
Financial Health	PM7	1			e amount during th		erpayme	nts recove	red duri	ng the p	eriod as a	percent	tage of to	otal amo	unt of		
Financ		1		oftware pro		does not o	enable the	collation o	of accura	te data.	The softwa	are comp	any is av	vare of th	e		60%
														-			

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	РМ9	HB over	payment o	lebt outst	anding at	the start	of the per	nts writter iod plus a	mount o	f HB ove	erpaymen	ts identi	fied durin	g the pe	eriod.		
nancia		1		oftware pro		does not	enable the	e collation of	of accura	te data.	The softw	are comp	any is aw	are of th	е		
芷		4%	2.9%	0.2%	0.3%	0.14%	N/A	N/A									2%
services	PM11		•	formance i				2 months	7							100%	
		100%	100.0%	100.0%	100.0%	100%	100.0%	100.0%							Green	Green	91%
Health	Fin 1	1		udget mor ance unde	-	en, 0.5% t	o 1.0% an	nber, over	1.0% red	!							
-	Fin 2	Overall	0.4%	0.9% dget moni	1.0%	1.26%	1.23%	0.00%								Green	
Health	1 111 2		spend varia	ance unde	r 0.5% gre			mber, over	1.0% red		1	r					
Health	Fin 3			0.0% fund rese 20% to 40%				use of ba	lances							Green	
I			12.0%	12.0%	12.0%	12.0%	12.0%	12.0%								Green	
rinanciai Health	Fin 4a		-	nent- Exp per limit of				tes and 50% a	mber, ov	er 50% r	ed						
	Fin 4b	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%								Green	
rinancial Health	FIN 40		within 95%		, 95% to 10	00% = am	ber, over	100% = red	d								
Health	Fin 4c		-					98.5% dary for ex 100% = red		ebt.						Amber	
	E: 51	- I	94.3%	94.3%	94.3%	94.3%	101.8%	99.1%								Amber	
Health		£1.3m sh in next 2	mths, Fin v	will hit by E	OY. Incre	ase this m	onth due t	s) & Leasel to £325k G	ladesmo	or, £78k	PCT and f	65k Pen	bury deb	t rolling t	forward.	^	
-	Actual	£8.803m £8.803m			£8.038M £8.326M			£7.273M £8,197M	£7.018M	£6.763M	£6.508M	£6.253M	£5.998M	£5./4M		Red	£5.74N
Health	Unit Cost	Cost of c	office acco	ommodati	on per sq	metre (co	orporate p	property)							-	<u></u>	
₹ Τ	Finance	_	£214.91	£214.91	£214.91	£214.91	£214.91	£214.91								Green	£214.9
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	PM5	Average	speed of	processin		of circun	nstances	Standard	of 9 day	s – subj	ect to rev	iew)			Amber	Red	12
Health			rmance in	dicator is t	-	•		ue to the intet	troduction	n of chan	ges last y	ear. The	performar	nce is clo	se to	22	
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services	PM6	Performa (Standar		ator for a	ccuracy –	percenta	ge of cas	es for whi	ch the c	alculatio	n of the a	mount o	f benefit	due is c	orrect	•	
υ o		A disappo	ointing sec	ond quarte	er and a sig	gnificant q	uality impi	rovement i	is a key o	bjective	for the Be	nefits and	Local Ta	xation	Red	95.6% Red	99%
ices	PM10		he percer	ntage of in		ns when r	eview act	tion comm	nenced i	the las	t quarter a	against t	he annua	ıl target		Red	33%
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lial h		Cost per	transacti	on (custo	mer servi	ces)											
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声피		£4.41	£4.80	£4.33	£4.08	£4.42	£4.43	£4.37								21.20	4%
ial C	Unit	Cost per	visit/inte	raction (lil	oraries)							•			•	4	
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ent	(part)															2485	
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OD		Annual ed	nuivalente	shown												7	Est.Top Quartile
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		0.13%			0.20%			0.19%							Green	Green	0.30%
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0																	
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				e against f opraisal fra		•	•	-	-					-	-		
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		N/A	ono, allu g	iving them	ule suppo	and leed	aback (ne)	63.0%	successil.	ny do SO.						Green	
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		59%						64.0%								Green	
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Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
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do	Survey	Target for	2006: the new PI. It i	f that belie 2006 surves designed ues)	ey will pro	vide the b	aseline fo	r 2007/8 aı	nd beyon	d		Ū		ing our a	greed	Green Amber	
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Agenda item: [No.]

EXECUTIVE

On 21 NOVEMBER 2006

Report Title: Haringey Council's proposal for the New School in Haringey Heartlands

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

Report of: Sharon Shoesmith - Director of the Children and Young People's Service

Wards(s) affected: [All / Some (Specify)]

Report for: [Key / Non-Key Decision]

1. Purpose

- 1.1 To provide an update on the new secondary school consultation.
- 1.2 To agree Haringey Council's own proposal to promote the new secondary school.

2. Introduction by Executive Member

- 2.1 This report sets out the councils own bid to establish the new secondary school located in Wood Green as a community school. This proposal is fully in line with the council's policy on community secondary schools.
- 2.2 Although the regulations require the Council's proposal to be set out in the form shown in Annex 2, I will ensure that, in the event of a competition with other proposals, this proposal is presented effectively and professionally to all interested parties.

3. Recommendations

3.1 To agree the Haringey Council Proposal for the establishment of a community secondary school, as set out in Annex 2 to this report.

Show Shoemuth.

Report Authorised by:

Sharon Shoesmith

Director

The Children and Young People's Service

Contact Officer: David Williamson – Head of Secondary Innovations

020 8489 2939

4. Executive Summary

- 4.1 The paper sets out Haringey Councils bid for a mixed comprehensive community school, to open in September 2010 with specialisms in visual arts and media.

 Additional specialisms will be in areas of SEN (Autism) and vocational diplomas.
- 4.2 The new school will open with six forms of entry and grow until it eventually has eight forms of entry. It will be an 11-16 school, with a roll of 1080 when at full capacity plus an additional 25 places in a special unit for students with autism.
- 5. Reasons for any change in policy or for new policy development (if applicable)
- 5.1 N/A
- 6. Local Government (Access to Information) Act 1985
- 6.1 The Education (New Secondary School Proposals) Regulations 2006
- 6.2 BSF Strategic and Outline Business Cases

7. Background

- 7.1 On 13th June 2006, Executive agreed that statutory consultation and the competition processes for the new secondary school under The Education Act 2005 could begin.
- 7.2 The first phase of the consultation finished on 11th August 2006. On 4th September 2006 Statutory notices were published inviting bids for the new school. The notice invites bids from independent promoters to be received by the council no later than 4th January 2007.
- 7.3 On 3rd October 2006 a meeting was held by representatives of the Department for Education and Skills (DfES) for interested parties and potential sponsors at The Decorium, in Wood Green. Representatives of the council discussed why a new school is needed, listened to comments and answered questions.
- 7.4 It was also agreed on 13th June 2006 that Executive would receive a further report in October setting out a Haringey Council proposal. This report details the bid for members to comment on.

8. Consultation update

- 8.1 Twenty-one (21) responses have been received to date from the public consultation. Fifteen (15) prefer the new school to be a Community school and two (2) would prefer a Voluntary Aided school. Four (4) did not state a preference.
- 8.2 The main points responders commented on were as follows:
 - support for an inclusive community school;
 - assurances that the school facilities are opened up to wider community use:
 - concern about the location being near the railway line, and;
 - concerns over the timing of the consultation.
- 8.3 In response to the final point, we have agreed to continue to accept responses to the consultation throughout the period of competition (see 10).

9. The Process

- 9.1 From 1st September 2006 the Education Act 2005 came into force. Under Section 66 local authorities are now required to hold a competition whenever statutory proposals are required for a new secondary school, including proposals by the council.
- 9.2 As noted above, the council has now published a preliminary notice inviting bids for the new school. The notice invites bids from independent promoters within 4 months. After this deadline the council must publish details of all received bids, along with the councils bid.
- 9.3 There will then be a six week representation period in which comments or objections can be made by anyone with an interest in the new secondary school.
- 9.4 This includes:
 - prospective parents
 - local primary and secondary schools
 - local residents
 - councillors and
 - community & special interest groups.
- 9.5 After the representation period the details of the bids and all comments received whether about specific bids or about the proposal to open a secondary school itself will be forwarded to the School Organisation Committee (SOC) for a decision on whether to accept any of the proposals.
- 9.6 The SOC is independent of the council. It is made up of five groups who represent a number of different interested parties.

9.7 If the SOC is not able to make a unanimous decision, then it is the schools adjudicator who will decide. The Adjudicator is completely independent of the SOC and the Council. The Adjudicator's decision is final.

10. Timetable

10.1 The following timetable has been constructed to comply with the new regulations, which came into force from 1st September 2006.

Report to Executive 13 Jun 2006 26th June 2006 -11th August 2006 Consultation 4th September 2006 Invitation to bid published 4th January 2007 Bids Deadline Representation period (six weeks 10th January 2007 for comments and objections to bids, including Haringey's bid) 16th Jan 2007 public meeting discussing all bids 20th Feb 2007 Representation period ends 2nd March 2007 Deadline to forward Bids to SOC to make a decision 2nd May 2007 Deadline for decision by SOC

11. Haringey's Bid to establish a new community secondary school

- 11.1 The DfES have set out a comprehensive list of questions and criteria for which information must be published in a Local Authority proposal; see Annex 1.
- 11.2 Haringey Councils bid is for a mixed comprehensive community school, opening in September 2010 with specialisms in visual arts and media, enriched by links to the Wood Green 'cultural quarter' regeneration scheme. Additional specialisms will be in areas of SEN (Autism) and vocational diplomas.
- 11.3 The new school will open with six forms of entry and grow until it eventually has eight forms of entry. It will be an 11-16 school, with a roll of 1080 when at full capacity plus an additional 25 places in a special unit for students with autism. We anticipate that at post 16 many students will go on to study at the new sixth form centre, which will open in September 2007. There will also be the option for post 16 students to enrol at sixth forms located at other local educational establishments, particularly to follow planned pathways within the Haringey 14-19 partnership

- 11.4 We want the school to have a strong ethos of achieving high standards for all, with a fully comprehensive intake on entry. Admissions criteria will follow those agreed across all Haringey community schools, thus supporting an inclusive education.
- 11.5 Annex 2 details Haringey council's full bid to establish a new community secondary school. The format and what detail is contained within the bid is specified by the DfES. The council will be producing a public bid document which corresponds to corporate guidelines in time for the next phase of the consultation process starting on 10th January 2007.

12 Summary and Conclusions

- 12.5 This report sets out Haringey Councils bid for a mixed comprehensive community school, opening in September 2010 with specialisms in visual arts and media.

 Additional specialisms will be in areas of SEN (Autism) and vocational diplomas.
- 12.6 The new school will open with six forms of entry and grow until it eventually has eight forms of entry. It will be an 11-16 school, with a roll of 1080 when at full capacity plus an additional 25 places in a special unit for students with autism.

13 Recommendations

13.5 To agree the Haringey Council Proposal for the establishment of a community secondary school, as set out in Annex 2 to this report.

14. Financial Implications

- 14.1 The new school at Heartlands will be sited on two parcels of land, one of which is already in the ownership of the council. The acquisition of the balance site for the new school, which is currently owned by British Rail Board Residual Ltd as non operational rail sidings, is progressing and due for completion in late November 2006. Approval to proceed with the purchase was granted by the Executive on the 21 March 2006 (Minute TEX214) and is funded by the Growth Area Fund, Section 106 funding allocated for the new school and the BSF programme through the sale of the Pupil Referral Unit.
- 14.2 In principle the VAT incurred on a land purchase transaction can be fully recovered. However as this land purchase is part of an overall new build project an overall assessment of the VAT implications on the project as a whole needs to be made in order to ascertain if there is any impact on the Authority's partial exemption calculation and any subsequent implications. This further assessment is underway.

15. Comments of the Director of Finance

- 15.1 This is part of the BSF programme currently underway within the Children and Young People's Service capital programme, for which an outline business case has been submitted.
- The financial implications of the land acquisition for this project are as outlined in the relevant section of this report and as contained in the separate report submitted to the Executive on 21 March 2006. The key points are that the funding for the purchase of the site has been identified, the construction costs will be met from BSF grant from the government and the running costs of the new school will be met from the Dedicated Schools Grant (DSG). No additional costs, therefore, will impact on the Council's base budget.
- 15.3 The Director of Finance has no objection to continuing the statutory consultation and competition processes subject to the financing arrangements outlined

16 Comments of the Head of Legal Services

16.1 The Head of Legal Services has been consulted on the content of this report. The content of the report, including the proposed timetable leading to the decision by the School Organisation Committee, follows the requirements of Section 66 of the Education Act 2005 and the more detailed provisions of the Education (New Secondary School Proposals) (England) Regulations 2006. Where an authority is also the author of a proposal to be considered, the content of that proposal must follow the requirements set out in Part 2 of Schedule 2 to the 2006 Regulations, which are listed in Annex 1 to the report. The template appended to Annex 2 to the report reproduces these statutory requirements. Consequently completion of the template in the manner indicated should ensure compliance with these requirements.

17 Equalities Implications

- 17.2 The Haringey proposal, as set out in this report, will, in accordance with the code of practice on school admissions, follow admissions criteria which apply across all Haringey community schools, with priority for looked after children and children with statements of special educational needs.
- 17.3 The new school will contribute to raising standards of achievement for children and young people across all sections of our community.

18 Use of Appendices / Tables / Photographs

- 18.1 Annex 1 Information that must be published for Local Authority proposals.
- 18.2 Annex 2 Haringey council's full proposal to establish a new community secondary school.

Annex 1 - Information that must be published for Local Authority proposals

- 1. The name of the LA submitting the proposals together with the name and address of the person to whom enquiries should be sent.
- 2. Whether the school is to be a community or foundation school.
- 3. The area or particular community or communities the school is expected to serve.
- 4. The proposed ethos of the school.
- 5. Whether the proposed school will have any specialisms on implementation and whether the LA intends to apply to the Secretary of State for the school to be a specialist school from implementation.
- 6. Information on how the school would contribute to enhancing the diversity and quality of education in the area.
- 7. Information on how the school will help to raise the quality and standard of education in the area and contribute to school improvement.
- 8. Information on the extended services which will be provided.
- 9. Information on how the proposals will contribute to enabling children and young people to: be healthy; stay safe; enjoy and achieve; make a positive contribution to the community and society and achieve economic well-being.
- 10. The following information relating to the proposals
 - a. how the school will promote and contribute to community cohesion;
 - b. how the school will increase inclusion and equality of access for all social groups; and
 - c. how the school will collaborate with other schools, colleges and training providers.
- 11. An indication of the admission arrangements and over-subscription criteria for the proposed school.
- 12. Confirmation that the size, age-range and admission number of the school will be in line with the specification in the notice, or, if this is not the case, the proposed details.
- 13. The date on which the proposals are planned to be implemented, or where the proposals are planned to be implemented in stages, the date on which each stage is planned to be implemented.
- 14. —(1) Information as to whether the school will have provision that is recognised by the LA as reserved for children with special educational needs and, if so, the nature of such provision and the proposed number of pupils for whom such provision is to be made.
- (2) Details of the proposed policy of the school relating to the education of pupils with special educational needs.
- 15. Where it is proposed that the school will provide sixth form education, how the proposals will
 - a. improve the educational or training achievements;
 - b. increase participation in education or training; or
 - c. expand the range of educational or training opportunities

for 16-19 year olds in the area.

- 16. Whether the new school will admit pupils of both sexes or boys only or girls only and, in the case of a single sex school where it is intended to provide sixth form education, whether both sexes or boys or girls only are to be admitted to the sixth form.
- 17. The proposed arrangements for transport of pupils to the school.
- 18. Details of any proposals for the school to be federated with one or more schools (by virtue of sections 24 and 74(1) of the 2002 Act).
- 19. Confirmation that the school will meet the general requirements in relation to curriculum contained in section 78 of the 2002 Act and an outline of any provision that will be in addition to the basic curriculum required by section 80 to the 2002 Act.
- 20. An outline of the proposed senior staffing at the school.
- 21. Where the school is to be a foundation school a statement as to whether the school
 - a. will have a foundation established otherwise than under the 1998 Act and if so the identity of that foundation:
 - will belong to a group of schools for which a foundation body acts under section 21 of the 1998
 Act; or
 - c. will not fall within sub-paragraph (a) or (b).
- 22. Whether it is proposed that the new admission arrangements for the school will make provision for selection by ability as is mentioned in section 101 of the 1998 Act (pupil banding).

Annex 2 Haringey council's full bid to establish a new community secondary school

Information Template for a Proposal to establish a secondary school made by a local authority

The name of the local authority submitting the proposals together with the name and address of the person to whom enquiries should be sent.

Haringey Council

David Williamson
Head of Secondary Innovations
The Children and Young People's Service.
Civic Centre
High Road
London
N22 4LE

Whether the school is to be a community or foundation school.

Community school

The area or particular community or communities the school is expected to serve.

Wood Green, Hornsey and Haringey Heartlands

The proposed ethos of the school.

The council's school vision is set out in *Bright Futures*, which will increasingly become a key contextual influence on the processes of school improvement planning and longer term strategic development, both at individual school level and through collaboration among schools. The school's vision, and the approaches adopted for moving towards its realisation, are fully consistent with the Strategy.

A Vision for the school

"Our vision is to establish a successful school which enjoys the confidence of local communities, maximises the life chances of local children and young people, contributes to the well-being and cohesion of the local area and gains from the potential connections across the capital. We intend to achieve high standards and ensure the inclusion of all our children and young people. We believe they deserve nothing less"

At the core of our mission is the commitment to:

- achieve the highest standards, to be fully inclusive, to put the aspirations and achievement of the learner first and to contribute to community cohesion and race equality:
- transform outcomes for vulnerable individuals and groups;

- play a key role in neighbourhood regeneration and in the wider agenda that supports the well-being of young people;
- support all our partners with a stake in the future of young people to work together to provide the best possible opportunities for young people

A statement as to whether the proposed school will have any specialisms on implementation and whether the local authority intends to apply to the Secretary of State for the school to be a specialist school from implementation.

We propose that the school would have specialisms in visual arts and media, with additional specialisms in areas of SEN (Autism). Additionally the school will form an important contribution to the planned collaboration between Haringey schools to provide the full range of specialist diplomas, which will provide progression pathways 14-19.

Information on how the school would contribute to enhancing the diversity and quality of education in the area.

Haringey has ten secondary schools, two of which are VA schools and one which is a girls school. There is one city academy, four special schools and a pupil referral unit.

The LA has supported and promoted diversity in its school provision. We believe that we already have a secure balance in respect of types of schools to meet parent choice and a strong collegiate approach to school specialisms and 14-19 provision.

Extensive consultation with a wide range of stakeholders strongly suggest that parents and other stakeholders would prefer an inclusive, community comprehensive school established under LA regulations.

Information on how the school will help to raise the quality and standard of education in the area and contribute to school improvement.

Standards in Haringey secondary schools have risen rapidly in the past five years due to the strong leadership we have established in our schools and in the effective partnerships that we have developed, particularly around 14-19 provision. We have already shown, by opening a new school in (1999) that we can establish successful new schools that achieve high standards. We believe that a new secondary school established under LA regulations, and operating as part of the community of Haringey schools, will be able to quickly establish itself and achieve high standards.

Information on the extended services which will be provided.

We propose that the school will provide a range of extended learning, leisure and social opportunities for young people, their families and other members of the community to include sport, leisure, cultural/arts activities, lettings and social events. At the core will be extended provision for pupils to use the facilities beyond the normal school day, at evenings, weekends and during holidays. The location of the school within the Haringey Cultural Quarter will provide synergies for both the cultural industries nearby to use the school's facilities and for the school to enrich its provision through using the resources of local arts and media enterprises. The school provision will include lifelong learning opportunities which will respond to the needs of the communities it serves. The LA has already worked with architects to develop initial proposals for the school site design to meet the requirements of extended community use. In order to place schools at the forefront of delivery of

integrated services to children, families and communities, we will include flexible open space within our design proposals.

The school will have close links with the West Haringey Children's Network, to provide a delivery framework for the new Children's agenda. Through the Children's Network, families will have access to a wide range of resources and coherent delivery of services. This will be especially important for pupils who will attend the specialist autistic unit of the school.

The school will be the hub of a local network for visual arts and media, taking a lead to develop this specialism within the partnership of all secondary schools and providing opportunities and development expertise to local primary and special schools.

Having this as an extended school will increase the efficient use of public resources for learning and leisure. The concept of 'dual accessibility' will be achieved through attending to matters of design such as sports halls, ICT suites and other resources that are of benefit to groups other than the children attending or using that particular school or facility. Further efficiencies will be found by flexible use of time, breaking out of traditional school hours and days.

Information on how the proposals will contribute to enabling children and young people to: be healthy; stay safe; enjoy and achieve; make a positive contribution to the community and society and achieve economic well-being.

We want the school to work to achieve the five outcomes in the Children Act:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being

We want to provide a healthy environment, light, well ventilated, good toilets and excellent eating facilities with freshly cooked food and pleasant surroundings in which to eat and drink. We want to have good sports facilities, accessible to all and for extended hours. We want access to nearby playing fields and other sports facilities, such as the ice rink at Alexandra Palace and the extensive facilities at the New River sports centre.

We want pupils and staff to feel safe, so the site needs to balance a sense of welcome with good security. We want the building to be designed with promoting good behaviour in mind and eliminating areas where poor behaviour and bullying might happen.

We want pupils to enjoy their school and be proud of its nature and design. We want a landmark building that gives a 'wow factor' to all that visit it. We want classrooms and learning facilities that will enable pupils to achieve their very best in all aspects of school life and to attain high standards so that they are prepared well for the next stage of their education or for work.

We want pupils to have strong links with their local community and with other communities, including those in other countries. By this being an extended school we want to make most use of the facilities available, both to encourage the community to use the school and to enable pupils to interact with that community, for example the opportunities afforded by being in the cultural quarter. When open we want the

school to host the 'Youth Parliament' and other community events.

By establishing excellent facilities in specialist areas and by making strong links with other schools and centres, we want to ensure all young people have a firm foundation to achieve economic well being.

At lower Key Stage 3 we want strong links with local primary schools and will build a 'transition' facility for years 7 and 8, where some core aspects of the curriculum will be taught by teachers dedicated to an integration of English, humanities, PSHE and citizenship. In this way we expect to focus on ensuring excellent progress in literacy as a platform for high achievement.

We want to establish a strong base in all other aspects of the curriculum, but with a special emphasis on visual arts and media, because of the opportunities afforded by the location. We want to have facilities for artists in residence to work alongside pupils – studios where young people can explore a range of media and techniques with practising artists. We also want to establish a media production facility where professionals can demonstrate and model the power of effective communication, which will further enhance our core of literacy development.

We want to ensure access to specialist facilities in other schools to open up opportunities 14-19. We expect to provide high quality facilities in media production and visual arts at Key Stage 4 for students in other schools. We also expect students wishing to study other pathways to spend some of their time at other locations. For example Alexandra Park school specialises in science and we anticipate that young people with a passion for science will be able to benefit from both video links, but will also attend specialist classes or courses at the school. By working in partnership with other local schools we expect to be able to provide a rich and diverse range of opportunities for students.

An area of specialism that the school will offer is the education of students with autism. We will have a specialist unit and specialist staff, but with a core principle of integration across the curriculum. We will provide a resource base for 25 young people with autism. It is anticipated that the young people will spend a significant amount of time each day in the base and access mainstream classes in accordance with their individualized timetable. This provision will consist of teaching rooms and ancillary accommodation comprising small group rooms for calming, respite and one to one work. There is also a need for social bases and opportunities to develop social interaction and independent living skills. The autism unit will be linked to other schools in the borough through the SEN strategy and especially with Alexandra Park where there will be a facility to support students with Asperger's Syndrome.

ICT will be integral to all of our work. Students will have access to ICT in all classrooms, as and when they need it. Students will be able to log on to their school work at any location outside school. Safe Internet access will be ubiquitous at school and elsewhere because of managed services. Parents will be able to see what their children are being taught and what progress they are making. Governors, school leaders and managers will be able to examine the impact of their strategy on outcomes for pupils. Teachers will have ready access to pupil data, be able to plan their lessons by connecting electronically to peers in the school and in other schools. Teachers will be able to have their own lessons recorded and played back by teaching in classroom observatories so that they can evaluate what works well, or be able to share their work with others. Support staff will use ICT when working with pupils and to log their achievements. Coherent Management Information Systems will enable administrative staff to work efficiently and increase the effectiveness of

the school.

How the school will promote and contribute to community cohesion, increase inclusion and equality of access for all social groups; and; collaborate with other schools, colleges and training providers.

The way the new secondary school will promote and contribute to community cohesion, increase inclusion and equality of access for all social groups; and; collaborate with other schools, colleges and training providers, is detailed in Haringey's Vision for the new secondary school expressed through four strands:

- Young People
- Learning and Teaching
- Leadership
- Parents and the Community

Each one will be considered in turn.

Young People:

We will recognise and promote the diversity, achievement and inclusion of all young people in the school, but also acknowledge the challenges for them growing up in such a diverse borough in the capital city.

We will plan for the future by enabling young people to raise their aspirations and improve their attainment. We will champion the voice of young people, encouraging them to become active citizens, engaged in making decisions and a positive contribution to society.

We will do this by:

- establishing effective partnerships for children and young people. We will ensure that young people are healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic well being. In particular, through the partnership ensure that young people can feel safe in school.
- listening to the views of young people and involving them in the design process to ensure that we design our provision around their needs to help them achieve their ambitions and to feel safe and secure.
- establishing a Young People's Council, to promote responsibility, inform decision making, secure self-reliance and help young people to make a positive contribution to the school and wider community.
- developing strong partnerships with other schools and providers to sustain and improve opportunities for young people and provide the very best specialist facilities.
- establishing young people's access to effective independent information, advice and guidance so that they can make wise choices about what they wish to do.
- working with Haringey Youth Service to provide additional support and guidance and to support out of hours learning and leisure activities.
- providing excellent access to ICT so that pupils have greater flexibility in

how they learn and have access to a wide range of information to help them to make wise choices.

- promoting opportunities for young people in the arts and media so that they can benefit fully from the opportunities open to them in the capital city.
- ensuring that young people's physical well-being is supported through adequate provision of physical education, sports and health education.

Learning and Teaching:

We want to create a vibrant curriculum that inspires young people to be curious and self-motivated learners, wanting to know and achieve more and having the resources to direct their own learning.

In addition we want to develop a highly motivated and well qualified work force that inspires young people, builds upon their creativity and promotes their learning.

We will do this by:

- placing young people at the forefront of transforming learning by meeting their diverse needs through a range of innovative approaches, including a significant use of ICT.
- building on the innovative work begun on effective transition between primary and secondary phases in other schools to ensure that all young people make excellent progress in their early years of secondary schooling.
- providing curriculum flexibilities at each Key Stage, especially for young people at risk of under-achievement and to enable early entry and accreditation for higher achieving students.
- providing an extensive range of pathways, including at other locations at Key Stage 4 so that more young people are inspired by what they are learning and are enthusiastic to continue education post-16, or secure rewarding training or employment.
- using ICT to transform learning and teaching
- being an extended school, providing out of hours access to learning, especially for those young people with limited resources at home.
- using the arts and media to harness and sustain interest in vocational training
- a team of highly skilled and motivating teachers that promotes and exemplifies a passion for excellence in learning and teaching.
- creating a school in which the best staff will want to work because of what
 we offer in the educational opportunities for young people, the working
 environment and excellent professional development opportunities for all
 staff.

Leadership

We are committed to having leaders of the new school that have a deep sense of moral purpose, who are able to develop a community role beyond the boundaries of the school and who can lead with a collegiate style that enables others and builds strong partnerships.

We expect the headteacher that is appointed to have the following qualities:

- able to provide vision and drive
- · an outstanding record of leadership
- strong aspirations for all students, whatever their starting point
- · the energy, skills and personality to motivate and inspire all students and staff
- the ability to harness parental and LEA support and commitment
- a track record in successful management, innovation and delivery

The leadership of the school at all levels will influence and champion community cohesion and race equality issues. We want the school to establish itself as a hub of community regeneration and cohesion, providing the best opportunities for all young people and continue to build strong communities.

Leading on learning is the key priority for leadership. We will establish collaborative development within the school and with other schools that will continuously refresh our ideas about what makes learning effective, how to sustain our strong vision about learning and how to translate our vision into the bloodstream of practice in their school.

We are committed to the idea that collaboration and collegiality between Haringey schools adds to their strength. We want to build upon this to achieve sustainability, strengthening collaboration wherever possible.

Parents and the Community

We want to promote partnerships with parents/carers in the successful education of young people and forge strong working relationships with local communities and their organisations.

We will do this by:

- supporting parents to be decision-makers, learners and educational providers and governors.
- sustaining and building on the most effective practice to promote parental involvement in schools.
- promoting family and adult learning through our extended school status.

- involving parents in a number of forums so they can contribute to the evaluation of our effectiveness as a school, and helping us to ensure we are meeting the needs of their children.
- ensuring that all young people and their families have access to high quality independent information, advice and guidance, including careers advice to enable them to make wise choices about their educational and employment pathways.

An indication of the admission arrangements and over-subscription criteria for the proposed school.

The admission arrangements would be the same as all other Community secondary schools in Haringey, as follows.

The admission criteria for the mixed community secondary schools give priority to applicants in the following order:

- a) Children with special educational needs (SEN) identified through a statement issued under the Education Act 1996 which names the school, or children in public care, or children who are the subject of an Education Supervision Order under the Children Act 1989 which names the school.
- b) Children who the Director of The Children and Young People's Service accepts have an exceptional medical, social or educational need for a place at the school. Applications will only be considered under this category if they are supported by a written statement from a doctor, social worker or other appropriate professional. In each case, the connection between the child's need and the specific school applied for must be clearly demonstrated.
- c) Children with a brother or sister already attending the school and who will still be attending on the date of admission. This category includes foster brothers and sisters, half-brothers and half-sisters or stepbrothers and stepsisters. Parents should note that in all of these cases, the brother or sister must be living at the same address as the child for whom the application is being made.
- d) Children living closest to the preferred school (distance is measured in a straight line using a computerised mapping system).

Confirmation that the size, age-range and admission number of the school will be in line with the specification in the notice, or, if this is not the case, the proposed details.

The new Secondary school will accommodate (educate) 1080 boys and girls between the ages of 11 and 16. The school will be built to accommodate 8 forms of entry in each year group. The number of pupils to be initially admitted to the school at age 11, will be 162 pupils (6 forms of entry). When there is sufficient demand, the roll will be increased to admit 216 pupils (8 forms of entry).

The date on which the proposals are planned to be implemented, or where the proposals are planned to be implemented in stages, the date on which each stage is planned to be implemented.

1st September 2010

Information as to whether the school will have provision that is recognised by the local authority as reserved for children with special educational needs and, if so, the nature of such provision and the proposed number of pupils for whom such provision is to be made.

There will be an additional 25 places in a special unit for students with autism.

Details of the proposed policy of the school relating to the education of pupils with special educational needs.

We propose that school would operate within Haringey's Educational Inclusion Policy which seeks to ensure that children and young people with Special Educational Needs (SEN), including those with complex and high levels of support needs, are fully included in their school community and that they access a rich and enhanced educational experience alongside their peers. We see this as a human rights issue and that educational inclusion is about removing barriers to learning and participation.

In common with other LA's there has been a significant increase in the number of children diagnosed with an autistic spectrum disorder. The high number coming through the primary phase indicates the increase in the number of children with a diagnosis of autistic spectrum disorder. The data also demonstrates the need for more secondary provision over coming years. The Children's Service therefore proposes to establish resource bases in two secondary schools which cater for young people with severe and complex needs in relation to their autism and/or Asperger's syndrome. One will be at Alexandra Park school, focusing on Asperger's Syndrome and the other, at the new school.

Where it is proposed that the school will provide sixth form education, how the proposals will improve the educational or training achievements; increase participation in education or training; or expand the range of educational or training opportunities, for 16-19 year olds in the area.

We want the school to make full use of Haringey's response to the Government's 14-19 reforms. The school will be included within the 14-19 partnership so that young people will have an opportunity to study specialist diplomas, which will provide them with pathway opportunities post 16. For those wishing to follow a general route there are many opportunities at local schools, colleges and the Haringey Sixth Form Centre.

The school would benefit from the effective curriculum planning, which is a strength in Haringey. A broad range of demand-led collaborative academic and vocational courses at levels 1, 2 and 3 is being introduced across the borough. The school would be well placed to benefit from the connections made by the LA and its partners who have responded well to meet the diversity of needs at 14-19 and are open to innovation.

Whether the new school will admit pupils of both sexes or boys only or girls only and, in the case of a single sex school where it is intended to provide sixth form education, whether both sexes or boys or girls only are to be admitted to the sixth form.

The school will admit pupils of both sexes.

The proposed arrangements for transport of pupils to the school.

The site is close to Alexandra Palace Station and 600 metres from Wood Green tube and bus station, making travel to and from the school convenient.

This plan will encourage the use of greener alternatives for the school run, for example walking, using bicycle or public transport.

- Students will be encouraged to use buses and school buses on each route before school and after school.
- Students will be encouraged to cycle if their bikes can be stored safely at school and if cycle parking at school would keep bikes protected from all weather conditions and safe.
- Students will be encouraged to walk if they could do so with friends.

Transport arrangements for students with a statement of educational need will be in accordance with the assessment of each individual's need as detailed in their statement.

Details of any proposals for the school to be federated with one or more schools (by virtue of sections 24 and 74(1) of the 2002 Act).

There are no plans currently to have the school working under a hard federation. However, we would want the school to explore how it can establish strong links with other local schools in a soft federation.

Confirmation that the school will meet the general requirements in relation to curriculum contained in section 78 of the 2002 Act and an outline of any provision that will be in addition to the basic curriculum required by section 80 to the 2002 Act.

The school will meet the general requirements as set out in legislation to provide a broad and balanced curriculum and Sections 78 & 80 of the Education Act 2002 set out the details.

The school curriculum will comprose all learning and other experiences that the school provides for its pupils. This includes the national curriculum, religious education (RE), collective worship, sex and relationship education (SRE) and careers education.

The school curriculum has two aims:

- to provide opportunities for all pupils to learn and achieve;
- to promote pupils' spiritual, moral, social and cultural development and prepare all pupils for the opportunities, responsibilities and experiences of life.

These two aims fully reflect Section 78 & 80 of the Education Act 2002.

The school will meet for 380 half-day sessions a year (190 days, which is consistent with the 195 days - including 5 training days - that teachers are required to be available).

The school will carry out the appropriate end of key stage assessments and offer only approved qualifications within the national framework.

The school will be inspected by the Office for Standards in Education (OFSTED).

An outline of the proposed senior staffing at the school.

The staffing structure of the school will be a matter to be determined by the Temporary Governing Body when established, advised by the Headteacher. We propose that the headteacher will be in post 18 months ahead of the opening, with a phased appointment of other senior staff in the run up to the school opening in September 2010. In general terms, the senior staffing structure is likely to be a headteacher with one deputies and a small team of assistant headteachers in the first three years, with numbers of staff and the size of the senior team gradually increasing as the pupil intake increases to become an eight form entry and reaching its 1080 pupils on roll. Through a soft federation with other schools it is possible that specialist staff could be shared, so that the school could offer a larger range of expertise than might be available to it otherwise with its pupil-numbers based income. Haringey will, if supported in its proposals, explore the potential for such collaborations with other local secondary schools.

Where the school is to be a foundation school a statement as to whether the school—

- (a) will have a foundation established otherwise than under the 1998 Act and if so the identity of that foundation;
- (b) will belong to a group of schools for which a foundation body acts under section 21 of the 1998 Act; or

will not fall within sub-paragraph (a) or (b).

N/A

Whether it is proposed that the new admission arrangements for the school will make provision for selection by ability as is mentioned in section 101 of the 1998 Act (pupil banding).

Not proposed

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Agenda Item 10

APPENDIX A

REPORT



Agenda item: No.

Executive

On 21st November 2006

Report Title: Learner Support Fund (LSF) Policy	
Report of: Sharon Shoesmith, Director, Children and Young People's Service	
Wards(s) affected: All	Report for: Key Decision

1. Purpose

- 1.1 All providers of LSF must have a written policy on how the fund is allocated, including assessing learners' income and a procedure for learners to appeal if they are refused funding. These policies must be made widely available and must apply principles of equality and diversity.
- 1.2 Executive to agree Haringey's LSF policy.

2. Introduction by Executive Member

- 2.1 I support the proposal to give the scheme wider publicity timely given the opening of the new 6FC.
- 2.2 The LSF policy will provide additional financial support for post 16 students from across Haringey so that they can continue their studies, thus improving their life chances.

3. Recommendations

- 3.1 That Executive approves the LSF policy as set out in Appendix 1.
- 3.2 That Executive delegate powers to the Director of the Children and Young People's Service in consultation with the Lead Member for Children and Young People's Service to agree this policy in future years.

Report Authorised by:

Sharon Shoesmith Director

The Children and Young People's Service

Contact Officer: Norma Downer-Powell, Head of Administration

4. Director of Finance Comments

4.1 The Director of Finance was consulted in the preparation of this report and comments that the LSF is 100% grant funded and therefore has no financial implications for the authority.

5. Head of Legal Services Comments

5.1 The Head of Legal Services has been consulted on the content of this report and has no specific comment other than that the Guidance from the Learning and Skills Council referred to at paragraph 6.1 of the report draws providers' attention to the need to have robust systems in place to minimise the risk of fraud.

6. Local Government (Access to Information) Act 1985

6.1 Learning Skills Council, Learner Support Fund: Funding Guidance for 2006/07

7. Financial Implications

- 7.1 The LSC gives Haringey a LSF of £10,660, of this 5% (£533) can be applied to offset administrative costs leaving £10,127 to be allocated to those who meet the criteria and apply on a first come first served basis.
- 7.2 In the last academic year of the 36 applications received, we approved 27 (£7,337). There are still two pending. The highest payment was £400.00 and the lowest was £60.00, with an average of £253.

8. Legal Implications

- 8.1 Where applicants have not met the criteria, this may lead to appeals.
- 8.2 To minimise the risk of fraud applicants must provide their EMA (Education Maintenance Allowance) for the year in which they are applying. Their FSM (Free School Meal) authorisation letter is also required. These two documents carries proof of address as applicants must be resident in Haringey. Applicants are also asked to provide proof of purchase.

9. Equalities Implications

9.1 Approval of applications will be on a first come first served basis. As the funds are limited, only those applications who meet the criteria, i.e. those getting EMA, FSM, living in the borough, have a medical or learning difficulty will be considered.

10. Consultation

10.1 Due to the small amount of funds available, no formal consultation has taken place.

11. Background

11.1 LSF helps learners aged 16 and above with the costs associated with learning, in particular where there are hardship and or childcare needs.

12. Conclusion

12.1 This is the first time in a number of years that this policy has been reviewed. It is intended to publicise this on the web and to all Haringey secondary schools. This may well increase the take up on last year.

13. Use of Appendices:

- 1. Policy on providing LSF (16-19* Year Olds) for 2006/7 Academic Year
- 2. Application Form for LSF 2006/7 form LSF1

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THE CHILDREN AND YOUNG PEOPLE'S SERVICE

POLICY 2006/2007



Appendix

1

Policy on Providing Learner Support Fund (16-19* Year Olds) for 2006/7 Academic Year

1. What are Learner Support Funds?

1.1 This is a limited discretionary fund which can assist **sixth from students** with a one off grant up to a maximum £400.

2. Who is entitled?

All applicants must meet the following criteria:

- 2.1 If you have a specific financial need which presents barriers to studying, or if you have a disability, medical condition or learning difficulty;
- 2.2 aged between 16-19 (20* for child care);
- 2.3 are normally resident in the Borough of Haringey;
- 2.4 currently receiving an Education Maintenance Allowance (EMA) or currently entitled to receive a free school meal;
- 2.5 attending a school sixth form full time.

3. What the grant may be spent on The grant may be used as a contribution towards the cost of:

- 3.1 special equipment that you may need for your course;
- 3.2 books or materials that you may need for your course;
- 3.3 a school field trip;

- 3.4 the cost of travel expenses to attend university interviews. Travel must be by the most economical method;
- 3.5 childcare the applicant must be aged 20+ and the main carer of the child;

The child must be cared for by an OFSTED registered nursery/creche/ child minder.

6. How do I apply?

- 6.1 Complete application form LSF 1. This is available from your school, from Haringey's web page www.haringey.gov.uk under the heading Learner Support Funds or your nearest Haringey Customer Service Centre or by telephoning 020 8489 3863.
- 6.2 Submit one of the following:
- 6.3 a copy of your Education Maintenance Allowance **(EMA)**Award notification 2006/07;
- 6.4 a copy of your free school meal entitlement letter which is dated within the last two months;
- 6.5 a statement regarding your disability, medical condition, or learning difficulties.
- 6.6 We will ask you to submit a receipt of your purchase. Additional information may also be requested but if this is the case we will let you know.

7. How do I receive payment?

7.1 If your application is successful you will be notified in writing showing how much has been approved. Payment will be made by cheque.

8. What happens if my application is unsuccessful?

8.1 You have the right to appeal against the decision. You should submit an appeal in writing stating your reasons why you feel

that the Council has not applied the policy correctly. You should submit your appeal within 10 working days of receiving the decision to:

Vanessa Giles Student Finance and Entitlements, 48 Station Road Wood Green London N22 7TY.

9. Please remember

9.1 The Learner Support Fund is **cash limited**. It is administered on a first come first served basis. We may not be able to help every applicant.

Form LSF 1

Application for Learner Support Funds 2006/07

Please complete sections **A B** and **D**. Your school representative, course tutor or teacher must sign **Section C**

utor or teacher must sign Section C
Section A (Please print)
Applicants full name
Home address
Post code
Telephone numberDate of birth
Section B (Please print)
Course name
School name
Number of hours that you attend school each week
Please tell us what support you need. Tick only one of the following:
Special equipment □ Books □ Materials □ School Field trip □
Child care □ University/ College interview travel costs □
Please give below the reason(s) you are asking for a contribution towards the above.
The approximate cost of the items etc you are claiming for. (Continue on a separate sheet if necessary)

Section C to be completed by school representative, course tutor or teacher.
I confirm that the above named student is in full time attendance on the course shown in section B. The claim for a contribution from the Learner Support Funds is reasonable and appropriate for the course.
NamePosition
School stamp
Section D Declaration to be signed by the applicant and the parent or legal carer
We certify that the information given on this form is correct. The Learner Support payment will be used to purchase or pay for the items shown in Section B. We understand that the Council reserves the right to ask to see any receipts as proof of purchase or payment.
Applicants

Please return your completed form with your evidence to the nearest Haringey Customer Service Centre or by post to:

signature......date.....date....

Student Finance and Entitlements

48 Station Road

London N22 7TY

0208 489 3863

Haringey Council believes equalities monitoring is important because it allows the council to monitor take up and use of its services. The information collected on this section of the form is confidential and will be used only to ensure service provision is fair and equitable to all sections of the community.

Ethnicity: What is your ethnic group? Please tick! one box from the appropriate section:

White:	British	Irish	□ Greek C	ypriot	□ Turki	sh Cypriot	□ Kurdish □
Turkish	Other whi	ite bad	ckground pl	ease wr	ite in		
Mixed: \square Asian	White & B	Black C	Caribbean	□ Wh	ite & Blo	ack African	□ White &
Other r	mixed bacl	kgrour	nd please wr	ite in	•••••		
Asian or African	Asian Blacl	k: □	Indian	Pakista	ni	Bangladesh	i East
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M HARINGEY COUNCIL M

Agenda item:

Executive On 21 November 2006

Report Title: Maximising household income in Haringey

Report of: Director of Social Services

Wards(s) affected: All

Report for: Non-Key Decision

1. Purpose

- 1.1 To seek the agreement of the Executive to an income maximisation strategy and action plan being developed as set out below.
- 1.2 To seek the agreement in principle of the Executive to a strategic framework for activity to tackle poverty and social exclusion in Haringey being developed as set out below.

2. Introduction by Executive Member

2.1 This report sets out a realistic route to greater success in increasing the disposable income of many of Haringey's most disadvantaged residents. It also paves the way in the longer term for greater co-ordination of approaches to tackling poverty and social exclusion across the borough. I recommend its approval.

3. Recommendations

- 3.1 That the development of a focused 'income maximisation' strategy and action plan be approved to be taken forward as a project to be planned by January 2007, concentrating on improved co-ordination of activity in the areas of welfare rights services and advice provision.
- 3.2 That it be recognised that this is dependent on ongoing resources being found through the Council's business planning process.
- 3.3 That in addition the future development of a strategic framework for all activity in Haringey which tackles poverty and social exclusion be approved in principle, to follow after the agreement of the new Community Strategy.

Report Authorised by: Catherine Galvin, Acting Director of Social Services

Contact Officer: Catherine Galvin, Assistant Director Business Improvement catherine.galvin@haringey.gov.uk (020) 8489 3719

4. Director of Finance Comments

4.1 The Director of Finance has been consulted and notes the bid to the NRF of £30k to fund the mapping project. The financial implications will need to be identified as the strategy is further developed.

5. Head of Legal Services Comments

5.1 The local authority has the power to implement the recommendations in this report in accordance with the 'well-being powers' contained in the Local Government Act 2000. Section 2 of this Act gives the local authority the power to do anything which it considers is likely to achieve promotion or improvement of the economic, social or environmental well-being of the area (unless it is prohibited by another enactment). The well-being powers should also be exercised with regard to the Community Strategy and this is considered in this report.

6. Local Government (Access to Information) Act 1985

6.1 Review of Advice Funding, March 2006 (abridged version) – for a copy contact Susan Humphries, Head of the Council's Voluntary Sector Team (susan.humphries@haringey.gov.uk, 020 8489 6902).

7. Strategic Implications

- 7.1 Improved advice and welfare rights provision in Haringey would contribute to several objectives of the 2003-2007 Community Strategy:
 - Better access to jobs increased benefit income can be expected to mostly be spent locally, which would boost the local economy and create jobs. As benefit awards are often ongoing, this boost could be sustainable in the longer term.
 - Better housing for all provision of advice is a key tool both in reducing homelessness (by advising on housing debt etc) and keeping housing decent (by facilitating equity release, helping secure utility supplies etc).
 - Developing the most deprived areas it can reasonably be expected that a
 successful income maximisation strategy would have most effect on residents in the
 deprived parts of the borough, environmentally (through the positive effect of
 helping people to remain in decent homes) as well as economically.
 - Improve access to public services for everyone in the community information about services and rights enables people to know what services might be open to them. Increasing income also reduces social exclusion, both by improving people's well-being and confidence, and by alleviating the impact of external barriers such as transport and healthcare costs.

7.2 It would also contribute to the Well-being Partnership Board's strategic objective of "achieving economic well-being", which has been an identified priority in the allocation of NRF money for 2006/07. The specific outcome targeted has been to increase household income by an average of £10 per week in the three wards (Northumberland Park, Bruce Grove and Noel Park) with Super Output Areas with the greatest levels of deprivation.

8. Financial Implications

- 8.1 The extent of any investment required to implement an income maximisation strategy cannot be accurately assessed until a full mapping exercise of existing provision has been undertaken.
- 8.2 However the rather disparate and un-coordinated nature of existing Council funding in this area means that a mapping exercise is likely to highlight scope for rationalisation of this existing provision, which may in itself free up resources for some extra provision.
- 8.3 This initial mapping exercise will itself require resources, and consequently a bid is being made for £30,000 of Neighbourhood Renewal Fund reserve funding to facilitate this.

9. Legal Implications

9.1 The local authority has the power to implement the recommendations in this report in accordance with the 'well-being powers' contained in the Local Government Act 2000. Section 2 of this Act gives the local authority the power to do anything which it considers is likely to achieve promotion or improvement of the economic, social or environmental well-being of the area (unless it is prohibited by another enactment). The well-being powers should also be exercised with regard to the Community Strategy and this is considered in this report.

10. Equalities Implications

10.1 It is recognised that many of the issues around maximising household income in Haringey relate closely to inequalities in access to services. It will therefore be a fundamental part of the development of this strategy to robustly assess the scale of these inequalities and which groups they affect (including through the use of consultation as described below), and then to identify appropriate and effective actions to tackle them. By doing this it is intended that the income maximisation strategy will benefit all the diverse communities of Haringey.

11. Consultation

- 11.1 There will be a clear need to consult widely with partners, especially the voluntary sector, on the development of this strategy. Public consultation will also be actively considered, although it is known to be difficult to engage people in a targeted consultation exercise on the basis that they are 'poor'.
- 11.2 If Members agree the approach outlined in this report, the detail of appropriate consultation on the income maximisation strategy will be considered as an integral part of its development.

12. Background: Income maximisation strategy

12.1 The Scrutiny Review of Benefit Take-Up agreed by the Council's Executive in September 2005 made a number of recommendations to aid improving benefit take-

up rates, particularly by improving strategic direction and co-ordination. These recommendations included that an anti-poverty strategy be developed for the borough. The Director of Social Services was made the corporate lead officer for income maximisation.

- 12.2 A Review of Advice Funding commissioned by the Council's Voluntary Sector Team and published in March 2006 found that there is "a huge and unmet need" for advice in Haringey. It made a number of recommendations to improve provision, including that consideration should be given to:
 - developing an advice strategy with partner organisations;
 - developing a strategic planning and commissioning body with partner organisations;
 - providing greater support for voluntary sector capacity-building;
 - providing welfare rights training to appropriate Council staff; and
 - tightening the Council's commissioning criteria to ensure value for money and to minimise capacity and competence issues amongst voluntary organisations commissioned to provide advice.
- 12.3 A study published in October 2006 by London Councils (formerly the Association of London Government) entitled 'Mapping London Voluntary Sector Child Poverty Related Activity' found that there is a general need across London for all tiers of government to increase focus on the advice sector. Recommended measures include developing understanding and awareness of what services are in place, levelling out provision and making it more accessible, particularly to disadvantaged and vulnerable groups, and ensuring that an appropriate range of specialist advice is available.
- 12.4 In addition to the strategic advantages of improving benefit take-up identified in the Report of the Scrutiny Review of Benefit Take-Up, national research has also shown that:
 - not only is benefits income mostly spent locally, but for every extra £100,000 spent at local shops and businesses an extra job is likely to be created within the local economy;
 - provision of debt advice to tenants (especially private sector tenants) can significantly reduce rates of property abandonment; and
 - increases in benefit income result in better physical and mental health both 6 and 12 months later.

13. Background: Strategic framework for anti-poverty and social exclusion work

- 13.1 The report agreed by the Executive on the Scrutiny Review of Benefit Take-Up stressed that it should not be attempted to write a comprehensive "anti-poverty strategy" addressing all the underlying determinants of poverty, because this would inevitably involve duplication of various existing Council and partnership strategies which already address different elements of these determinants.
- 13.2 However, the absence of any such all-encompassing strategic document does mean that:
 - it may be hard to gain an overall understanding of the range of work carried out by the Council and partners which impacts upon poverty and social exclusion; and
 - there may not be consistent policy principles behind different initiatives stemming from different service areas.

14. Conclusion

- 14.1 It is proposed that the respective sets of recommendations from the Scrutiny Review of Benefit Take-Up and the Review of Advice Funding be taken forward through the development of a single 'income maximisation' strategy and action plan. This will fulfil the decision of the Executive in September 2005 that a strategy on anti-poverty issues should be "strongly focused on practical action the Council can deliver organisationally and practically".
- 14.2 It is believed that this approach has the potential to make a significant impact on financial hardship in Haringey over the first three years of the lifespan of the Community Strategy.
- 14.3 Officers are additionally investigating future development of a broader strategic framework (as opposed to an actual strategy) for anti-poverty and social exclusion initiatives in Haringey. This would have the potential to:
 - identify where gaps exist in current Council and partner activity in this area; and
 - establish basic policy principles to inform all future activity.
- 14.4 However, it is felt that any such strategic framework should be developed following the completion of the new Community Strategy. This will ensure synergy in further articulating the broad vision of the Council (and its partners) in relation to addressing poverty and social exclusion over the full 10-year lifespan of the new Community Strategy.

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MARINGEY COUNCIL

Agenda item: [NO.]

Executive

On 21st November 2006

Report Title: Forfeiture Proceedings against Residential Leaseholders

Report of: Director of Social Services and Housing

Wards(s) affected: All

Report for: Key Decision

1. Purpose

1.1 To obtain approval of a proposed change in enforcement policy in relation to leasehold service charge debts.

2. Introduction by Executive Member

- 2.1 In the last 3 years we have improved tremendously the income collection capacity of the council in this area, to the point that the service now exceeds its targets and its collection rate is one of the best in London.
- 2.2 However we need to maintain this position and there is still some room for further improvement.
- 2.3 In this context, there is a problem with some persistent cases, exacerbated by a recent trend by some mortgage companies to refuse paying (and adding to the mortgages) outstanding debts on leasehold properties (a usual procedure in such cases) unless the freeholder threatens forfeiture proceedings.
- 2.4 For the sake of fairness and equitable treatment, as well as for financial goodhousekeeping reasons, it is advisable that the council agrees with the Homes for Haringey request to adopt a policy that involves enforcing the forfeiture clauses in residential leases, in undisputed cases and as very last resort.
- 2.5 When first approached with the proposal, I asked for assurances about safeguards against any potential unnecessary penalisation of leaseholders who may be genuinely unable to pay and make use of the range of facilities we have already adopted to assist in such cases, or those who otherwise are unable to respond to such procedures for other genuine reasons.
- 2.6 Subject to members finding the safeguards listed in the report adequate, I recommend acceptance of the recommendation.

3. Recommendation

The Executive is recommended to approve a policy of taking legal proceedings to forfeit the lease — as an enforcement procedure of last resort against residential leaseholders who fail to pay leasehold service charges.

Report authorised by: Catherine Galvin

Acting Director of Social Services and Housing

Contact Officer: Nesan Thevanesan,

Finance Manager Home Ownership Team

4. Executive Summary

- 4.1 The Council is the freeholder of and Homes for Haringey (HfH) manages about 4300 residential leasehold flats sold under the Right to Buy. HfH is responsible for collecting the leasehold service charges payable to the Council. These charges vary between relatively small debts for annual maintenance charges to more substantial debts in respect of the leaseholder contribution to major improvements.
- 4.2 HfH regularly takes County Court proceedings against individual leaseholders to recover unpaid leasehold service charges. Once a County Court Judgement (CCJ) has been obtained it is often necessary to take enforcement proceedings to recover the debt. Various procedures are available. The most efficient and cost effective sanction is likely to be forfeiture proceedings. This means that if the debtor fails or refuses to pay the CCJ debt the Council can ask the Court to order that the lease be forfeit and the property returned to Council ownership.
- 4.3 The Council's standard Right-to-Buy lease already provides for forfeiture in these circumstances. It is a standard procedure in the private sector but the Council does not at present use this method.
- 4.4 The Home Ownership Team (HOT) at HfH has introduced numerous schemes to assist leaseholders who cannot pay.

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

- 5.1 HfH already takes enforcement proceedings in which the ultimate outcome for the leaseholder could be eviction and loss of the home. Under current procedures, this involves two separate applications to the Court firstly to obtain a Charging Order to secure the debt against the property and secondly to obtain an Order for Sale to Enforce the Charge. The Court also requires expert evidence of the value of the property. Forfeiture proceedings only require a single application to the Court and do not require valuation evidence. They should therefore be more cost effective.
- 5.2 The main difference in the outcome is that following an enforced sale the leaseholder receives the balance of the proceeds of sale after paying the debts. Under forfeiture proceedings the property reverts back to Council ownership. The Council does not

particularly want property back – it wants the debt paid. A leaseholder should be able to borrow against the property to pay the debt. Some mortgage companies are reluctant to give a second mortgage. Some leaseholders are reluctant to ask for one. But most mortgage companies will want to protect the lease rather than lose their security and will implement a clause in the mortgage that enables them to pay off the debt and add it to the mortgage. They will not do this unless the Council first initiates the forfeiture procedure by serving a "Section 146 Notice" (see para. 11.0 below – penultimate bullet point).

6. Local Government (Access to Information) Act 1985

6.1 Minutes of Leaseholder Panel Meeting 6 May 2006

7. Director of Finance Comments

7.1 Forfeiture as a method of debt collection was presented and discussed as a final solution in the collection process at Debt Management Board meetings. One of the main reasons for using it was, that its use was seen as being successful in forcing mortgage companies to add outstanding debt to mortgages rather than risk losing the security of the lease. Approval for its use was given on this basis

8. Head of Legal Service Comments

The Head of Legal Services has been consulted in the preparation of this Report. The Report accurately sets out the legal implications, likely outcomes, and statutory safeguards in relation to forfeiture proceedings.

9. Background

- 9.1 The process for dealing with non-payers is :-
 - (1) HfH contact the leaseholder and endeavour to resolve any disputes by negotiation. If agreement cannot be reached, legal proceedings are issued to obtain a money judgement in the County Court (CCJ). Any disputes will be resolved by the Court or the Leasehold Valuation Tribunal. (LVT).
 - (2) Once a CCJ has been obtained, then in the absence of payment, it must be enforced.
 - (3) Any debtor may apply to the Court to pay a CCJ by instalments. HfH policy is to resist instalment payments at this stage on grounds that the leaseholder owns a substantial capital asset and equity against which he can borrow to discharge the debt. The Council should not have to provide what in effect would be an interest free loan.
 - (4) If there is a mortgage, the mortgage company is invited to pay the debt to protect its interest. The mortgage loan is secured against the lease. If the lease is forfeit the security is lost. Most mortgages therefore contain a clause that allows the

mortgagee to pay the debt and add the amount to the mortgage loan. This is efficient for the Council because it facilitates prompt payment of the CCJ. It is effective for the Mortgagee because it protects their interest and adds to the loan which in turn attracts further interest. It is effective for the debtor because the debt is paid off by affordable instalments under the existing mortgage arrangement. Unfortunately, some mortgage companies have now adopted a policy of not paying unless the council has implemented the forfeiture procedure.

(5) If the mortgage company does not pay, or there is no mortgage, HfH must enforce against the individual. HfH has experimented with a variety of enforcement procedures including:-.

(a) County Court Bailiff (Warrant of Execution)

A trial of 15 cases involving debts under £750 established that this is an inefficient method. There was a nil return in all cases.

(b) Insolvency

A number of statutory demands were served with limited success. These require the debtor to pay or secure the debt within 21 days. If they do not, the Council can petition for bankruptcy. In selected cases the procedure can be effective but it can be slow and expensive.

(c) Charging Orders

A number of Charging Orders have been obtained. These convert the unsecured debt into a secured debt. However, the Court has a discretion and when the application is opposed the Court may refuse to make an order if the debt is small.

(d) Enforced Sale

If a Charging Order is obtained the Council can then apply for an order for possession and sale. Unless the debt is paid by a specified date, the leaseholder is evicted and the property sold. The sale proceeds are utilised firstly to pay off the outstanding mortgage and then to pay the debt and costs due to the Council. Any balance left over is refunded to the leaseholder. Several cases have been processed. All have resulted in payment in full.

(e) Other Enforcement Procedures

Other methods are available (e.g. Attachment of Earnings (where the debtor's employer deducts money from the debtor's wages) or Third Party Debt Orders (seizing money in the debtor's bank/building society account), but each has its limitations and requires accurate and up to date information about the leaseholder's employment and bank account details.

9.2 As shown above, HfH therefore already takes enforcement proceedings in which the ultimate outcome for the leaseholder could be eviction and loss of the home. Under current procedures, this involves two separate applications to the Court – firstly to obtain a Charging Order to secure the debt against the property and secondly to obtain an Order for Sale to Enforce the Charge. The Court also requires expert evidence of the value of the property. Forfeiture proceedings only require a single application to the Court and do not require valuation evidence. They should therefore be more cost effective.

10.0 Forfeiture Proceedings

- 10.1 The lease already provides for forfeiture in the event of non-payment but the Council has not, up to now, used this method of enforcement.
- 10.2 In both Enforced Sale and Forfeiture, the leaseholder can be evicted. The main difference is that in Enforced Sale the property is sold and after payment of all debts and costs the leaseholder receives the balance of the sale proceeds. In forfeiture proceedings the Council gets the property back and the leaseholder still has to pay the money judgement to the Council and still has to pay off any outstanding mortgage.
- 10.3 The aim of HfH remains to recover money not property. In practice the Court will grant relief from forfeiture on terms as to payment. Most leaseholders have substantial equity in the property which both they and their mortgage company will want to protect. If there is a mortgage, the likely outcome will be that the mortgage company will pay the debt and add it to the mortgage. If there is no mortgage, the likely outcome will be that the leaseholder will take a loan secured against the property in order to discharge the debt to the Council. mortgages have a clause that enables the mortgage company to pay off the debt and add it to the mortgage but they will not do this unless the Council initiates the forfeiture procedure, usually by serving a Notice under Section 146 of The Law of Property Act 1925 (a Section 146 Notice – see para 11 penultimate bullet point below). If there is no mortgage, the leaseholder will almost certainly decide to borrow the money to pay the debt rather than face the consequences of repossession. In the case of the elderly on fixed incomes, the "House-proud" Scheme (a secured loan with guarantees against re-possession) is available where the charges arise from major works. The procedure is therefore a cost effective and efficient way of forcing payment where all other attempts have failed.

11.0 Safeguards

Forfeiture is viewed as a last resort. There are various safeguards such as:-

 The leaseholder has failed to take advantage of or has failed to keep to the conditions of any of the range of options open to him/her to pay the debt before the Council commences legal proceedings, including:-

Quarterly and monthly Instalment payments;

Mandatory loans (in selective circumstances);

"Hardship" Discretionary Loans;

"House-proud" Scheme (with guarantee against repossession)

- Forfeiture proceedings cannot be taken in respect of disputed amounts. If the leaseholder disputes the charges, HfH must first prove its case in the County Court, the Leasehold Valuation Tribunal, or Arbitration.
- If the CCJ is payable immediately, the debt must remain unpaid. If the CCJ is payable by instalments, the leaseholder must be in default.
- If the debt is less than £350 (excluding legal costs), then payment must

have been outstanding for more than three years.

- Finally, before the Council issues proceedings for forfeiture, the leaseholder must fail to comply with a Notice under Section 146 of The Law of Property Act a "final notice" calling for payment within 28 days and containing a clear warning that forfeiture proceedings will be commenced in default. [The mortgage company, if any, will usually pay the debt upon service of this Notice].
- In the case of the elderly on fixed incomes, the "House-proud " scheme would still be available to them right up to final order stage providing the debt relates to major works. HfH would always consent to adjournment of the proceedings and relief from forfeiture linked to an application under that scheme.

12.0 Consultation

- 12.1 The Council's Debt Management Board has been consulted and has previously reported favourably to the CEMB on the proposal.
- 12.2 A Senior Lawyer from the Council's Legal Service attended the Leaseholder's Panel Meeting on 3 May 2006. The proposals, implications and safeguards were fully explained to leaseholder's representatives who then had the opportunity to ask questions. The overriding view of the Leasehold Representatives was that the proposal was fair. Forfeiture was already a condition of the lease and HfH was proposing adequate safeguards. There were no objections.

13.0 Equality Implications

All legal proceedings against individual (as opposed to corporate) leaseholders are accompanied by a standard notice in the main ten minority community languages drawing attention to the importance of the proceedings.

Age, gender and disability issues are addressed by the various statutory and Audit Commission KLOE safeguards mentioned in the body of the report at paragraph 11.0 above.

ᢂ HARINGEY COUNCIL №

Executive Report

Agenda item: NO.
On 21st November 2006

Report Title: Draft Statement of Community Involvement		
Forward Plan reference number (if applicable):		
Report of: Andrew Travers, Interim Director of Environmental Services		
Wards(s) affected: All	Report for: Key decision	

1. Purpose

- 1.1 The purpose of this report is to seek approval for the draft Statement of Community Involvement (SCI) (see Appendix 1) to go out to consultation with the public and general consultation bodies, which is a legal requirement. The draft Statement sets out the Council's vision and standards for involving the community and other stakeholders in the preparation, revision and alteration of Local Development Documents (which will form part of the Local Development Framework (LDF)) and consideration of planning applications.
- 1.2 Depending on the comments received from the public and general consultation bodies the draft Statement may be amended. Following this stage, the draft Statement of Community Involvement may be amended in light of the comments received and then a submission Statement of Community Involvement will be submitted in Spring 2007 to the Government Office for London (GoL) for examination by a planning inspector.

2. Introduction by Executive Member

This report is brought to the Executive to seek its approval for the draft Statement of Community Involvement which outlines practice for involving the community in planning.

3. Recommendations

- 3.1 That the Executive approve the draft Statement of Community Involvement for consultation with the public and general consultation bodies.
- 3.2 To delegate power to the Executive Member for Enterprise and Regeneration in consultation with the Assistant Director (PEPP) to approve any changes prior to public consultation and to publish a public notice of consultation.

Report Authorised by: Shifa Mustafa, Assistant Director, PEPP

Contact Officer: Malcolm Souch, 0208 489 5590

4. Director of Finance Comments

4.1 The budget setting process for 2006/07 approved additional revenue investment of £75k to meet the costs of completing and adopting the UDP and progressing the new Local Development Framework. Any additional costs arising from the preparation of the Statement of Community Involvement and associated public consultation will be met from the currently approved PEPP budget for 2006/07.

5. Head of Legal Services Comments

5.1 The initial consultation on the draft Statement of Community Involvement is an "executive" function which can be authorised by either the individual Lead Member or by the full Executive Meeting. The decision to authorise the submission of the draft Statement of Community Involvement to the Secretary of State is a "non-executive" function which must be referred to the Planning Applications Sub-Committee.

6. Local Government (Access to Information) Act 1985

- 6.1 The following background papers were used in the preparation of this report:-
 - Creating Local Development Frameworks ODPM 2004
 - Community Involvement in Planning ODPM 2004
 - Diversity and Equal Opportunity in Planning 2004
 - Haringey's Local Development Scheme 2006
 - Planning and Compulsory Purchase Act 2004
 - The Town and Country Planning (Local Development) (England) Regulations
 - Planning Policy Statement 12 "Local Development Frameworks" ODPM 2004

7. Background

- 7.1 One of the major changes to have emerged from recent reforms to the planning system is the gradual replacement (over three years) of Unitary Development Plans (UDP) with Local Development Frameworks (LDF). The Statement of Community Involvement (SCI) will be a public statement setting out the Council's vision and procedure for community involvement in development plan-making and consideration of planning applications. As such, one of the requirements for preparing the Statement of Community Involvement is that it must link with other community involvement initiatives in the Council such as the Community Strategy.
- 7.2 In accordance with the Regulations, the draft Statement of Community Involvement must undergo a six-week statutory consultation period first with statutory bodies (adjoining Boroughs, Highways Agency and the greater London Authority (GLA)) and

then with local community (public) and other stakeholders (general consultation bodies).

- 7.3 The vision for Haringey as set out in the Community Strategy (2003-2007) is to 'measurably improve the quality of life for the people of Haringey by tackling some of our biggest problems and making it a Borough we can all be proud of'. Within this context the involvement and participation of the local community and other stakeholders in the preparation of Haringey's Local Development Framework and planning applications is essential to achieving this vision. The Community Strategy is currently under review and is set to be adopted in Spring 2007.
- 7.4 'Haringey Council is committed to improving communication channels between the Council and the local community' (Haringey Council Consultation Strategy: Guiding Principles). The Council's strategy for community involvement in planning will implement, where practicable, the eight guiding principles for consultation identified in the Haringey Consultation Strategy. The Statement of Community Involvement will also take forward the principles (values) and commitments (promises) of the Haringey COMPACT by promoting and enhancing our working relations between the voluntary and community sector in the Borough.
- 7.5 In accordance with the Regulations, the draft Statement of Community Involvement (SCI) must undergo a six-week statutory consultation period first with statutory bodies (adjoining Boroughs, Highways Agency and the greater London Authority (GLA)). This stage was approved by the Executive Member for Enterprise and Regeneration on the 15th September 2006, with the Statement set to go out to consultation in late September. Later the document will go out to consultation with the local community (public) and other stakeholders (general consultation bodies).
- 7.6 In light of the representations received from statutory bodies, local community and other stakeholders, the draft Statement will be amended to inform the production of the submission Statement of Community Involvement which will be submitted to the Secretary of State through the Government Officer for London (GoL) for independent examination. The document will be examined by a planning inspector to determine whether the draft Statement is 'sound' and has been prepared in accordance with the nine tests of 'soundness' as set out in PPS12. See Appendix 2 for details of the nine tests of soundness.

8 Description

- 8.1 The draft Statement of Community Involvement is attached in Appendix 1. The document sets out:
 - A description of the Statement of Community Involvement, the aims by which it has been produced, the stages for its preparation and the importance of community involvement in planning matters.
 - Council's corporate vision and standards for community involvement, the Statement's relationship to the Community Strategy, Haringey Consultation Strategy and Haringey - COMPACT. As well as, details about the make-up of

- Haringey's population and communities, and the target groups that need to be involved in planning.
- Information about Haringey's Local Development Framework, how the different documents fit together, the preparation stages of Local Development Documents and Supplementary Planning Document.
- Proposed approach to community involvement and consultation on planning policy documents and planning applications.
- The resources and skills available to involve the community and other stakeholders on the production of the Local Development Framework.
- 8.2 The Statement has taken into account the views, ideas and good practice elsewhere identified during the scoping stage and builds upon the existing good practice in Haringey for community engagement in planning. The key concerns raised during the scoping stage can be summarised under the following areas:
 - Early contact is needed
 - Access to information needs to be improved
 - Reducing barriers is vital
 - Appropriate methods for consultation should be identified
 - Collaboration on consultation events to prevent consultation fatigue
 - Providing feedback
 - Clarity in decision making process for planning applications
- 8.3 **Proposals for consultation on planning matters** issues and concerns raised during the scoping stage have been taken into account in the draft Statement of Community Involvement. See Appendix 5 for proposed community involvement methods for particular planning policy documents and planning applications. Below is a summary of activities for more effective community involvement and consultation.

8.4 Planning Policy and Planning Applications

- Awareness raising activities a programme of activities will be undertaken to raise awareness of planning amongst local communities. Officers will work with communities and residents on improving their understanding of planning and to widen participation for effective consultation on the LDF process and planning applications. These activities include:
 - minimum once a year open days and seminars on planning;
 - exhibitions at local community events;
 - a programme of activities with children and young people involving local schools, colleges and neighbourhood projects; and
 - introductory sessions on planning with local projects/groups at the neighbourhood level.

- Translation and interpretation all documents and notification letters for LDF documents and planning applications will be written clearly in plain English, with a full explanation of abbreviations. We will also use accessible formats such as Braille, audio tape, easy words and pictures, different languages (available on request) and electronic formats.
- Access to information LDF documents will be made available in community venues such as libraries and on the Council's website. We will also work with the Communications Team right from the outset to deliver a co-ordinated approach to how information is delivered to local people as part of the process of preparing LDF documents. The Planning service will widen its use of Council publications such as Haringey People and local newspapers to advertise consultations and provide information on how individuals and groups can to get onto the planning consultation database. In addition, we will also use accessible venues and facilities.
- Collaborative working the Council will work with other Council services for a
 joined up approach to consultation, where practicable and to avoid consultation
 fatigue or duplication. We will also work more closely with structures that have
 developed in Haringey over recent years. Such as Neighbourhood Management,
 Borough wide Conservation Area Advisory Committees, Development Control
 Forums, Tenants Forums, Residents Associations, and local projects.

8.5 Planning applications

- Pre-application discussions pre-application discussions will be available to
 applicants and are intended to provide specific planning advice concerning the
 development of a particular site and provide greater clarity to the applicant by
 identifying planning issues and requirements before the application is submitted.
- Pre-application community involvement on major schemes developers of
 major development proposals will be advised to involve and consult with local
 communities early and in a meaningful way before applying for planning
 permission. The Council will recommend Planning for Real exercises or similar
 activities to be undertaken by developers and expect that these activities reflect
 good practice in line with the Council's consultation principles.
- Neighbour notifications Appendix 6 sets out minimum proposals to notify and consult neighbours and local groups about planning applications in their area.
- Weekly planning list & statutory publicity A weekly planning list of applications registered with the Council will also be forwarded to interested parties. The Council also places adverts in local newspapers on particular applications that are submitted. See Appendix 7 for details of the weekly planning list and for guidance on the statutory publicity procedure.
- Internal departments see Appendix 8 for proposals to notify and consult internal Council departments on planning applications

- Site notices will be made user friendly and particular attention will paid to visibility and readability of the notices. For major applications a site notice will be displayed on all publicly accessible boundaries of the site. For all other applications a single site notice will be displayed in a prominent location on or near the site.
- Local newspapers and Haringey publications to comply with the Regulations, the Council will issue press notices during particular formal consultation periods.
- Website LDF documents will be provided on the Council website and it will also contain details of consultations on planning policy documents together with all the relevant supporting documents. Where appropriate, we will also update the corporate consultation calendar with relevant consultation activities undertaken in planning policy. Information provided on the website about planning applications will also be improved. This includes providing a detailed checklist (validation procedure) of the documentation applicants and agents are expected to provide with their application. The website also allows the public to view past and current applications, view their drawings and photographs, comment on applications, view decision notices, view officers report, view decision notice and view appeal decisions.
- GIS we will also use Geographic Information Systems (GIS) more effectively as a tool for public consultation especially for LDF documents and Sustainability Appraisals (SA).
- **Development Control Forum** see Appendix 9 for proposed changes to the Development Control Forum terms of reference. The Forum has been a successful innovation for how the Council consults on major and sensitive schemes. Because of this success we are widening who will be able to chair meetings to:
 - A Senior Manager within the Planning Service; or
 - An appropriate Council Member (which may include the Chair of relevant Area Assembly or the Lead Member for PEPP)

9 Consultation

- 9.1 Before preparing the draft Statement of Community Involvement and to prepare the ground for a sound consultation process on the draft document, a scoping exercise was undertaken to inform the content and scope of the document. Activities were conducted with local residents and officers from across the Council. See Appendix 3 for further details.
- 9.2 **Statutory body consultation** following this process and the production of a draft Statement of Community Involvement the document must undergo a six-week statutory consultation first with statutory bodies (adjoining Boroughs, Highways Agency and the greater London Authority (GLA)) followed by wider public consultation in January for a further six-weeks. The public consultation in January is slightly later than originally planned for November to December due to the Christmas break. Details of the consultation requirements are set out in the Regulations.

- 9.3 **Public consultation** this stage follows consultation with statutory bodies and involves consulting individuals, national and local community and voluntary groups, businesses and other stakeholders.
- 9.4 **Public Consultation Strategy** in preparation for the formal public consultation, we are currently putting in-place a programme of community engagement events from September onwards to raise awareness of the Statement of Community Involvement and build the capacity of local people to be able to participate in the formal public consultation in January. The public consultation in January is slightly later than originally planned for November to December due to the Christmas break. See Appendix 4 for details of these activities which will come under the following heading:
 - Attending community events
 - Working with young people and schools
 - Community outreach
 - Promotion and publicity

12 Conclusions

- 12.1 As part of the recent changes to the planning system Haringey Council is required to produce a Statement of Community Involvement as part of the Council's Local Development Framework. The Statement sets out how, when and at what stage the Council will involve the local community and other stakeholders in planning matters affecting the Borough. In accordance with the Regulations the document should go out to formal consultation first with statutory bodies and later with the wider community for six weeks respectively.
- 12.2 The Statement of Community Involvement is intended to raise the standard of how local Councils involve communities in planning matters, the benefits of which would include improving decision making processes and producing plans and proposals that are responsive to local needs and vision for the area.

13. Equalities Implications

13.1 The Statement will set out how, when, and at what stage the local communities and other stakeholders can get involved in planning matters. Preparation of the draft Statement has involved adhering to the Council's equal opportunities commitments and priorities, as set out in the Council's Equal Opportunities Policy, which is concerned with age, disability, gender, religion or belief and sexuality. The community involvement activities and standards identified in the draft Statement has also been based on principles that different people and groups within the community have different needs and requirements for consultation and engagement in planning matters. The draft Statement has set out creative and fit for purpose methods for involving individuals and groups that do not respond to traditional methods of consultation.

14. Use of Appendices / Tables / Photographs

- Appendix 1 draft Statement of Community Involvement
- Appendix 2 Nine tests of soundness
- Appendix 3 Scoping and pre-consultation activities

- Appendix 4 Public consultation strategy
- Appendix 5 Propose community involvement methods for relevant planning
- Appendix 6 Weekly planning list & statutory publicity press adverts
- Appendix 7 Consultation policy neighbour notification
- Appendix 8 Consultation Policy internal departments
- Appendix 9 Development Control Forum terms of reference

Appendix 1

Draft Statement of Community Involvement (SCI)

Appendix 2

Nine tests of soundness

	9 Tests of Soundness
1	The Local Planning Authority has complied with the minimum requirements for consultation as set out in Regulations
2	The Local Planning Authority's strategy for community involvement links with other community involvement initiatives e.g. the Community Strategy
3	The Statement identifies in general terms which local community groups and other bodies will be consulted
4	The Statement identifies how the community and other bodies can be involved in a timely and accessible manner
5	The methods of consultation to be employed are suitable for the intended audience and for the different stages in the preparation of Local Development Documents
6	The resources are available to manage community involvement effectively
7	The Statement shows how the results of community involvement will be fed into the preparation of Development Plan Documents and Supplementary Planning Documents
8	The authority has sufficient mechanisms for reviewing the Statement of Community Involvement
9	The Statement clearly describes the planning authority's policy for consultation on planning applications

Appendix 3

Scoping and pre-consultation activities

Action	What Happened?
Creation of SCI information Booklet and questionnaire	Wide distribution (statutory bodies, organisations, individual residents, schools, residents associations, community and voluntary groups, and businesses) of questionnaires and
Council website and local meetings Local	SCI documents were available on the Council's website, and at neighbourhood meetings, areas assemblies, Borough libraries and reception areas at main Council offices.
community events	Participated in events such as Tottenham Carnival in June and the Residents Conference in July.
Presentations to local groups	Presentations given to older people's groups, disability groups and the Planning Stakeholders Forum (a user group). In an attempt to widen involvement and find out what their planning needs are.
Schools and Colleges	We wrote to schools with a view of getting children and young people involved in this process during formal consultation process and to develop a work programme for involving children and young people in planning.
Working with other Council services	An Officers Working Group was formed to help guide and the preparation of the SCI and ensure the process adhered to good practice for community involvement. We also gave presentations to and held informal discussions with other Council officers. We have worked particularly closely with the Corporate Consultation Team and Neighbourhood Management to find out what planning issues and barriers and challenges exist for local people in understanding and accessing the planning service. We will continue to work more closely to raise awareness about the SCI and planning at a local level.
Councillors	A members Steering Group was formed to steer the preparation of the SCI.
	Letter sent to all Councillors informing them about the Council's intention to produce the SCI and the availability of the SCI information booklet and questionnaire.

Appendix 4

Public consultation strategy for the public consultation in November

Public Consultation Strategy	λ		
Attending community events	Working with children and young people	Community outreach	Promotion and publicity (from November)
o Other pre-organised local events	 Working with schools and colleges. These include: CONEL Fortismere Secondary Gladsmore Primary Bruce Castle Primary Campsbourne Primary Youth Council Youth Council Children's Centres Children's centres (for secondary schools and colleges, activities will also link with promoting planning as a career) 	 Wider distribution of SCI booklet at Customer service Centres Workshops with Neighbourhood management - Under One Sun Project (JUNP) Older People's Forum - Presentations and discussion Haringey Pensions Group - Presentation and discussion Mobility Forum AGM - Presentation/discussion Attending RSL forum 	 Poster and leaflets for public consultation Press articles and notices Public exhibitions and Shopping centres (Wood Green/Seven Sisters/ Muswell Hill/Crouch End) and Tottenham Leisure Gentre Green and Crouch End and Update website Update corporate consultation calendar

Appendix 5

Proposed community involvement methods for relevant planning processes

Community involvement methods	Relevant planning process
Information by letter (available in different formats)	Development Plan Documents
ioiniats)	SCI
	Supplementary Planning Documents
Public Exhibitions/ Open Days/Road Shows	Planning Applications
Table Exhibitions Open Days/Road Shows	Development Plan Documents SCI
	Supplementary Planning Documents
	General awareness on planning
	Major Planning Applications (by
Council websites (the internal website	developers)
Council websites (the internal website (Hairnet) and the public website)	Development Plan Documents
(SCI Supplementary Planning Decuments
	Supplementary Planning Documents All Planning Applications
Council Magazines and Publications e.g.	Development Plan Documents
'Haringey People', Tenants Participation, Home Zone.	SCI
	Supplementary Planning Documents
Leaflets, Newsletters (available in different formats)	Development Plan Documents
Torridas	SCI Supplementary Black B
	Supplementary Planning Documents
	Major Planning Applications (by
Local press briefing and public notices	developers)
and public flotices	Development Plan Documents SCI
	Supplementary Planning Documents
	Planning Applications
Consultative documents requesting public	Development Plan Documents
comments	SCI
	Supplementary Planning Documents
	Major Planning Applications (by
Billi	developers)
Public meetings with displays	Development Plan Documents
	SCI
	Supplementary Planning Documents
	Major Planning Applications (by
Workshops and seminars	developers)
ביים היים היים היים היים היים היים היים	Development Plan Documents SCI
	Supplementary Planning Documents General awareness on planning
	B.A. I
	Major Planning Applications (by developers)
Surveys/ Questionnaires (available in different	Development Plan Documents
formats)	SCI
-	Supplementary Planning Documents
Focus groups and discussions	Development Plan Documents
	SCI

Community involvement methods	Relevant planning process
User panels and representative groups (VS) e.g. Design Panel, Conservation Area Advisory Committee (CAAC),	Development Plan Documents SCI Supplementary Planning Documents Major Planning Applications or Applications within Conservation Areas
Participatory forums/Community forum e.g. Development Control Forum, Stakeholders Forum, HSP Forums	Development Plan Documents SCI Major Applications
Planning for Real (PFR)/ Workshops	Development Plan Documents SCI Supplementary Planning Documents Major Planning Applications (by developers)

Appendix 6

Consultation policy - neighbour notification

General Household Developments

Rear extension	Both adjacent properties and 3 properties to rear
Rear roof	Both adjacent properties and 3 properties to rear
extension	
Front roof	Both adjacent properties and 3 properties opposite
extension	11
Material alterations	Both adjacent properties and 3 properties opposite
to front elevation	
Erection of	Both adjacent properties and 3 properties opposite
domestic garage to	The second of th
front	
Erection of	Adjacent properties
boundary fencing	
Crossovers	Adjacent properties
Erection of garden	Adjacent properties and all properties abutting the site
sheds, covered	proportion abduting the one
swimming pools	
and outbuildings	

Residential Development

Conversions	All conversions	Application property and adjacent properties and 3 properties at the front and back
	Conversions involving alterations to front elevation	Adjacent properties and 3 properties opposite
	Conversions involving rear alterations/ground floor extensions	Adjacent properties and 3 properties at the rear
New Build	All new build residential development sites	Adjacent properties and 3 properties opposite and to rear of site
	All major residential development (10+ units)	10 adjacent properties on either side of site, 20 opposite and 20 rear

Major Commercial/Retail Development

.
10 adjacent properties on either side of the site, 20 opposite and 20
to the rear of the site

Change of Use

All change of use	3 adjacent properties on either side of site, 6 opposite and 6
applications	properties to the rear

Advertisements

All advertisements	Residential properties affected

Conservation Areas and Listed Buildings

Applications in Conservation areas or applications for Listed Building Consent The appropriate CAAC, neighbours as per the description of development. Also notify English Heritage	Applications in	The appropriate CAAC points and the second s
or applications for Listed Building	1	development. Also notify English Heritage
_		Linguisti Heritage
Consent	Listed Building	
	Consent	

Mobile Phone Mast Applications

Mobile phone applications undergo wide consultation encompassing surrounding streets, especially in built up areas. We also include the nearest schools in the consultation. In addition to this, consultation on all mobile phone base station applications will extend to a 100m radius and operators will be asked to provide information on beam intensity and evidence of the need for a new mast. An annual meeting will be held by the Planning Service with the Mast Operators, to discuss their roll-out programme.

Appendix 7

Weekly planning list

Below is a list of interested parties receiving the weekly planning list of planning applications registered with the Council.

Haringey Council	Other
 Housing Service Neighbourhood Management Building Control Environmental Health Economic Regeneration Relevant Councillors Planning Policy Recreation Services Waste Management Education Social Services 	 Relevant Amenity groups Relevant Residents Associations Relevant Conservation Area Advisory Committee (CAAC) Relevant Statutory Bodies

Statutory publicity - press adverts

Nature of development	Publicity required
Development where the application	Advert in newspaper and site notice
is accompanied by Environmental	
Statement	
Affecting public right of way	Advert in newspaper and site notice
Major Development	Advert in newspaper and site notice
Minor Development	Advert in newspaper and site notice
Development affecting the setting of	
a listed building	Advert in newspaper and site notice
Development affecting the character	Advert in newspaper and site notice
or appearance of a Conservation	
Area	
Permitted development requiring	Site notice by developer
prior notification to local planning	
authority	

An advert will also be placed in Haringey People inviting individuals and groups to register their interest and details on the planning consultation database.

Appendix 8

Consultation policy - internal departments

Planning Policy Team		
All proposals for a major development – 10+ units/1,000sqm		
Where granting permission would be contrary to a policy in the development plan		
Proposals to develop on designated open space		
Proposals for development for tall buildings (over 20m in height)		
Provision of day nursery or other day care facility		
Proposals affecting any local area regeneration initiative / action plan (i.e. NDC, neighbourhood, etc)		

Design and Conservation
All proposals for development (including demolition and advertisements) in a conservation
area or in an area of special character
All proposals for a major development – 10+ units/1,000sqm
All applications for conservation area consent/listed building consent and on designated
sites of industrial heritage interest
Proposals for development for tall buildings (over 20m in height)

Note: The conservation team requires a full set of plans with every referral. This will include any photographs, details of height of surrounding buildings, which the applicant is required to provide in all circumstances. This is to provide a contextual background. Drawings must be accurate and should show details of access points and loss of trees (if applicable)

Transportation
Mini cab offices
New retail development
All change of use
Employment generating uses
Car repairs/workshops/garages/ car washes
Conversion of dwellings into flats
New access onto a highway/crossovers
All proposals that require a traffic impact assessment and the submission of a travel plan.
Threshold of 2,500sqm
Major proposals – 10+ dwellings/1,000sqm (just notification)
New residential developments without provision of car parking

Note: Transport assessments and travel plans are requested on all applications over 2,500 sqm.

Environmental Health	
	A1 > A5
Noise & pollution	Extensions to A3, A4 and A5
Food & hygiene	Proposals involving HMO
	Hostels
	Car repair workshop/garages
	Car washes

Page 181

Environmental Health
Launderettes
Petrol filling stations
 Employment involving industrial processes
Provision of day nursery or other day care facility
Sites suspected to be contaminated
Sites located close to an acknowledged noise source

	Legal
	All proposals for a major development – 10+ units/1,000sqm
Consultation consists of specific letter to legal department notifying them of 13 week deadline	Developments where it is proposed that a planning obligation under section 106 will be sought (consultation in such cases may not occur at the time of the submission but should take place before a decision is made requiring a section 106)
	Proposals for new residential developments without the provision of car parking

Recreation Services (Arboriculture department) Development involving the loss of trees

Educa	tion
Major residential schemes 10+ units	
Sites for travellers	
Proposals adjoining school premises	

Parks Service	
Proposals to develop on designated open space	
Proposals to develop within a park	

Housing
All major housing developments 10+ units

Building Control
All proposals for a major development – 10+ units/1,000sgm

Waste Management	
All proposals for a major development – 10+ units/1,000sqm	٦

Appendix 9

Development Control Forum – terms of reference

Haringey's Development Control Forum has established to facilitate discussion of large-scale or contentious planning applications. The forum does not reach a decision about an application nor is it intended for a discussion on the merits of a planning application. The intention is for participants to raise issues of concern and have questions answered about a particular application. The aim is allow early discussion by Councillors and members of the public on planning issues related to these planning applications and to explore the scope for agreement between all parties in a positive and constructive way prior to a decision later decision-making process at the Planning Applications Sub-Committee meeting.

Forums occur approximately monthly before the Planning Applications Sub-Committee meetings. They do not remove the opportunity for objectors, supporters and applicants to address the Planning Applications-Sub-Committee when an application is to be determined or the holding of exhibitions or public meetings.

What Applications does the Forum Consider?

A forum meeting will be held when either:

1. The Assistant Director of Planning, in consultation with the Chair of the Planning Applications Sub-Committee, considered that a forum would be beneficial in resolving issues on a particular planning application.;

In these circumstances consultees on the planning application will be advised in the letter they receive seeking views on the planning application.

OR

2. When a petition requesting that the applicant be considered by a forum and signed by at least 25 signatories is submitted in response to consultation on large scale or contentious planning applications.

Petitions should be received no later than the 21 day consultation period on planning applications for a forum to be established and they must be signed by Haringey residents/businesses and include the address of those signing. They should be sent to the Assistant Director of Planning.

Applications that may be considered by the forum include major applications and those of significant local interest. It is not possible to prescribe the exact type of proposals but they may include the following:

- Applications which involve more than 10 residential units or over 1,000sq m of floorspace;
- Those applicants which are a major departure from the Council's development plan;
- Those applications that involve high buildings 1e over 5 storeys.

Applications that will **not** be considered by the forum include:

- Minor applications to alter or extend houses;
- Applications to confirm whether a use of land or buildings needs planning permission)a 'lawful development certificate');

- Applications to put up advertisements;
- Petitions received outside the timescale set above;
- Amendments to applications or those which have already been the subject of a planning forum;
- Applications where there will be a recommendation for refusal

Where a petition is received but the application is not considered at a Development Control Forum, the petition is reported directly to the Planning Applications Sub-Committee and taken into account by Councillors in coming to a decision on the application.

Who are the meetings for?

Meetings are aimed at all members of Planning Application Sub-Committee, to ward Councillors, local businesses and residents. Notification is either through the initial consultation letter inviting comments on the planning application or, if it results from a petition, a further letter is sent out giving details of the forum meeting.

Time and location

Forum meetings are schedules to occur monthly in the evening either at the Civic Centre or in a suitable venue elsewhere in the Borough. Forum meetings are only held if a suitable application has been identified. The venue and time is notified to all petitioners, members of the Planning Application Sub-Committee, ward Councillors and the originally notified of the application as well as the applicant.

A senior officer of the Planning & Environmental Services chairs the forum. The Council will consider widening who chairs the meetings to:

- o A Senior Manager within the Planning Service; or
- An appropriate Council Member

They ensure all planning issues arising from the application are raised but there is no discussion of the merits of the application.

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Draft Statement of Community Involvement in Planning

September 2006

Haringey Council



	EXECUTIVE SUMMARY	i
	GLOSSARY OF TERMS	ii
1.	INTRODUCTION	1
	- The Statement of Community Involvement and the new planning	1
	system	
	- Why is the Statement of Community Involvement needed?	1
	- How will the Statement of Community Involvement be prepared?	1
	- Monitoring and review of the Statement of Community Involvement	2
2.	- What happens next?	2
۷.	HARINGEY'S VISION AND STANDARDS FOR COMMUNITY	4
	INVOLVEMENT	
3.	- Haringey's vision for community involvement	4
J.	COMMUNITY INVOLVEMENT IN PLANNING MATTERS	6
	- Why is planning important	6
	- What do the communities in Haringey look like?	6
	- What does this mean for community involvement?	7
	- Awareness raising	7
4.	- Who will we involve and consult?	8
-1,	HARINGEY'S LOCAL DEVELOPMENT FRAMEWORK	11
5.	- What is Haringey's statutory development plan?	11
٥.	COMMUNITY INVOLVEMENT IN PLANNING POLICY DEVELOPMENT - Who to involve?	13
		13
	Notification methods – how will we keep you informed?Community involvement methods	13
	- Development plan-making stages	14
	- Supplementary planning document stages	14
	- Feedback	16
	- Effectiveness and monitoring	16
6.	COMMUNITY INVOLVEMENT – PLANNING APPLICATIONS STAGES	17
	- The application process	18
	- Mobile phone mast applications	18
	- No requirement to consult	27
7.	RESOURCES AND SKILLS	27
	- Resources	28
	- Skills for consultation	28
	- Dove-tailing and piggy backing	28
	- Role of Councillors	28
Appendices		28
Appendix 1	Key sets of work undertaken during the scoping/pre-consultation stage of	20
	the SCI	29
Appendix 2	Potential methods for community involvement	30
Appendix 3	SCI Soundness Tests	33
Appendix 4	Haringey COMPACT – public sector commitments	34
Appendix 5	List of consultation stakeholders	35
Appendix 6	Development Plan Document process	39
Appendix 7	Supplementary Planning Document process	40
Appendix 8	Planning applications notification, publicity and consultation	41
Appendix 9	Consultation policy – neighbour notification	43
Appendix 10	Weekly planning list & statutory publicity – press adverts	45 45
Appendix 11	Consultation policy - internal departments	46
Appendix 12	Helpful contacts for advice and information & Bibliography	48
	TRANSLATION SERVICE	49

EXECUTIVE SUMMARY

This document is specifically about community involvement in planning matters: development-plan making and consideration of planning applications. The Council has prepared the Statement of Community Involvement (SCI) in response to major reforms to the planning system, introduced by the 2004 Planning and Compulsory Purchase Act. These changes require Councils to replace their Unitary Development Plan (UDP) with a Local Development Framework (LDF). This will gradually happen over a three year period. As a planning document the SCI forms part of the LDF. The SCI sets out how, when and at what stage the community can be involved in future planning proposals in the London Borough of Haringey.

The SCI is intended to help the Council ensure that community involvement and consultation is an integral part of planning activities. The Council will involve and consult local people in the development of the LDF right from the outset and will advise applicants of major or sensitive schemes to do the same before applying for planning permission, so as to avoid conflict and build consensus. The standards set out in the SCI will guide community involvement in planning matters, so the views of the communities in Haringey can make a difference.

We encourage those with a stake in the future of the Borough - residents, workers, employers and visitors, to get involved in planning processes. The more people that are involved the better we can work together and decide how best to plan for the future development of the Borough.

Below are the stages the SCI will go through before it can be adopted.

Table 1: Process for Preparing the Statement of Community Involvement

SCI Prepa	ration Stages		
Stage	What Action	What Happens?	When?
Stage I	Scoping - gathering evidence as part of pre-consultation activities	Gathering information and local intelligence to inform the draft SCI	November 2005 September 2006
Stage 2	Publication and consultation on the draft SCI	Six week statutory and six week public consultation periods	September 2006 - January 2006
Stage 3	SCI amended and publication of the SCI for submission to Government Office for London	Six week statutory and six week public consultation periods	March – May 2007
Stage 4	Planning Inspector considers representations made on the submission SCI	This will also include an independent examination to test the 'soundness' of the document	June – November 2007
Stage 5	Inspector publishes report	Council amends SCI in light of inspector's recommendations	December 2008
Stage 6	Adoption of the Statement of Community Involvement by the Council	SCI becomes publicly available	March 2008

For further details contact the Planning Policy Team, Environmental Services, 639 High Road, Tottenham, London N17 8BD. Telephone: 020 8489 5223, or email: <u>LDF@haringey.gov.uk</u>.

GLOSSARY OF TERMS

Annual Monitoring Report (AMR)

An annual report submitted to the Government in December of each year by local planning authorities. It assesses the implementation of the Local Development Scheme (LDS) and the extent to which policies in the Local Development Documents (LDD) are being achieved.

Development Plan Document (DPD)

DPD are spatial planning documents which also form part of the Local Development Documents (LDD). DPD have development plan status and together with the Regional Spatial Strategy (London Plan) will form the development plan for the London Borough of Haringey. DPD are subject to independent examination and will be shown geographically on an adopted proposals map. Once adopted, development control decisions must be made in accordance with these documents unless material considerations indicate otherwise.

Local Development Document (LDD)

The collective term for Development Plan Documents, Supplementary Planning Documents (does not form part of the statutory development plan) and other documents including the Statement of Community Involvement.

Local Development Framework (LDF)

The LDF will contain a portfolio of LDD, which will provide the local planning authority's policies for meeting the community's economic, environmental and social aims for the future of their area where this affects the development of land.

Local Development Scheme (LDS)

The LDS sets out the programme/ timetable for preparing LDD. It must be agreed with the Government Office for London and be reviewed every year.

Planning & Compulsory Purchase Act 2004

New national planning legislation from central government which introduces a new planning system. The new legislation updates elements of the 1990 Town & Country Planning Act and is aimed at improving the planning process and enhancing community involvement. Visit www.dclg.gov.uk to find out more.

Stakeholder

Stakeholders are those who have an interest in the Borough or may be affected by local developments.

Statement of Community Involvement (SCI)

The Council's policy for involving the community in the preparation, review and alteration of Local Development Documents (LDD) and planning applications. It includes who should be involved and the methods to be used.

Statutory Bodies

These include appropriate 'Specific, Government and General' consultation bodies in accordance with Regulation 25 of the Town & Country Planning Act 2004 Regulations.

Supplementary Planning Document (SPD)

Provides supplementary information about the policies in Development Plan Documents (DPD). They do not form part of the development plan and are not subject to independent examination.

Sustainability Appraisal (SA) (Integrated Strategic Environmental and Sustainability Appraisal)

This is a systematic and continuous assessment of the social, environmental and economic effects of strategies and policies contained in development plan documents, which complies with the EU Directive.

The Regulations for the Planning & Compulsory Purchase Act 2004

Town and Country Planning (Local Development) (England) Regulations 2004 set out the public participation and consultation requirements for preparing and revising a Local Development Framework (LDF). Regulations 25, 26, 27 and 28 relate to informal and formal consultations for Stage 2 of Local Development Document (LDD) preparation. Regulation 29 relates to Stage 3 or Independent Examination of the Document. See Appendix 6 and 7.

I INTRODUCTION

I.I THE STATEMENT OF COMMUNITY INVOLVEMENT AND THE NEW PLANNING SYSTEM

- 1.2 This document is specifically about community involvement in planning matters: development-plan making and consideration of planning applications. As a planning document, the Statement of Community Involvement (SCI) forms part of the Local Development Framework (LDF) and sets out how the community can be involved in future planning issues in the London Borough of Haringey. The SCI will enable the LDF and planning applications to be responsive to community needs and aspirations.
- 1.3 The Council has prepared this document in response to major reforms to the planning system, which replaces Unitary Development Plans (UDP) with LDF. This will gradually happen over a three year period; however some UDP polices may be 'saved' if they meet set criteria. The LDF is a collection of documents (Local Development Documents, Supplementary Planning Documents and other documents) and it will contain the Council's polices, strategies and guidance for development within the Borough and decisions on planning applications. Along with the London Plan¹, it will become the statutory development plan for the area.
- 1.4 Further details about the LDF process are provided in Section 4. A glossary of terms is also provided at the front of this document.

1.5 WHY IS THE STATEMENT OF COMMUNITY INVOLVEMENT NEEDED?

1.6 The SCI is needed to help the Council ensure that community involvement and consultation is an integral part of planning activities and that the community know when, how and for what reason community involvement is to happen. The Council will involve and consult local people in the development of the LDF right from the outset and will recommend to applicants of major schemes to do the same so as to avoid conflict and build consensus. The standards set out in the SCI, will guide community involvement in planning matters. So the views of the communities in Haringey can make a difference.

1.7 HOW WILL THE STATEMENT OF COMMUNITY INVOLVEMENT BE PRPEPARED?

1.8 Preparation of the SCI has to progress through a series of stages (detailed in Table I) before it can be formally adopted. These are described in the Regulations and Planning Policy Statement 12. Before completing the draft SCI the Council undertook a range of community involvement activities to give local people and other stakeholders the opportunity to have an input into the content and shape of the document. For details of these activities see Appendix I. Those views and suggestions have also helped us to put together an up-to-date consultation database, which will be added to over time.

¹ The Greater London Authority not Haringey Council is responsible for the preparation and review of The London Plan. It was first published in February 2004 and will be reviewed in late 2006 early 2007. The document sets the strategic priorities for London and each individual Borough and it is within this framework that the Local Development Framework operates. Information about community involvement and consultation in the London Plan process is available at www.london.gov.uk.

Table I: Process for Preparing the Statement of Community Involvement (SCI)

SCI Prepa	ration Stages		
Stage	What Action	What Happens?	When?
Stage I	Scoping - gathering evidence as part of pre-consultation activities	Gathering information and local intelligence to inform the draft SCI	November 2005 September 2006
Stage 2	Publication and consultation on the draft SCI	Six week statutory and six week public consultation periods	September 2006 - January 2006
Stage 3	SCI amended and publication of the SCI for submission to Government Office for London	Six week statutory and six week public consultation periods	March – May 2007
Stage 4	Planning Inspector considers representations made on the submission SCI	This will also include an independent examination to test the 'soundness' of the document	June – November 2007
Stage 5	Inspector publishes report	Council amends SCI in light of inspector's recommendations	December 2008
Stage 6	Adoption of the Statement of Community Involvement by the Council	SCI becomes publicly available	March 2008

1.9 MONITORING AND REVIEW OF THE STATEMENT OF COMMUNITY INVOLVEMENT (SCI)

In accordance with the Council's Local Development Scheme (LDS), the SCI will evaluate and review our involvement activities after three years. This will involve the local community and other stakeholders to ensure our monitoring processes reflect best practice. The Annual Monitoring Report (AMR) will also track how well the Council has achieved its standards for community involvement and the commitments set out in the document. Overall monitoring will allow suitable changes to be made to refine and improve the involvement methods set out. These methods are described in further detail in Appendix 2. At every stage of using a particular method we will refer back to the 'soundness' tests to ensure that the SCI is a 'fit for purpose' document. See Appendix 3 for details of the 'soundness' test.

1.10 WHAT HAPPENS NEXT?

I.II Now that the draft SCI has been prepared, the next stage will be to consider all the comments received as part of the consultation process and to amend the document where necessary. In 2007 a revised SCI will be submitted to the Government Office for London. At the same time, the document will go out to statutory and public consultation for a six week period respectively and comments can be made through the Council to the Planning Inspectorate. At the end of this stage a Planning Inspector will hold an independent examination into the SCI to assess whether the document is 'sound'. The Inspector will issue a report, which is binding upon the Council and any recommendations put forward

must be incorporated into the SCI before it can be adopted and published. The Council aims to adopt the SCI in March 2008.

2 HARINGEY'S VISION AND STANDARDS FOR COMMUNITY INVOLVEMENT

2.1 HARINGEY'S VISION FOR COMMUNITY INVOLVEMENT

- 2.2 Haringey Community Strategy the vision for Haringey is contained in the Borough's Community Strategy (2003-2007) which sets out the priorities for the area over a four year period. The Strategy is prepared by the Haringey Strategic Partnership. The Strategy is currently under review. The Local Development Framework (LDF) will give a spatial interpretation to Haringey's new Sustainable Community Strategy, which is scheduled to be published in Spring 2007.
- 2.3 The vision for Haringey is to 'measurably improve the quality of life for the people of Haringey by tackling some of our biggest problems and making it a Borough we can all be proud of. Within this context, the involvement and participation of the local community and other stakeholders in the preparation of Haringey's LDF and processing of planning applications is essential to achieving this vision.
- 2.4 Haringey Consultation Strategy: Guiding Principles as set out in the Haringey Consultation Strategy, the Council recognises the fundamental importance of undertaking effective community involvement and consultation to ensure that decisions are based on 'sound' reasoning, and these are transparent and accountable to the community. The Council defines consultation as 'a process of dialogue which leads to a decision', so it is the commitment of the Council to ensure that consultation:
 - o reaches more people;
 - o demonstrates to the community that their views are heard;
 - o avoids consultation fatigue; and
 - avoids duplication of consultation issues.
- 2.5 'Haringey Council is committed to improving communication channels between the Council and the local community' (Haringey Council Consultation Strategy: Guiding Principles). Because the Council is committed to making it worthwhile for local people to get involved in services provision it has set out **eight guiding principles** for consultation. We will:
 - o do careful forward planning before starting a consultation exercise;
 - be clear about the purpose of the consultation what we are consulting about, who
 we are consulting, about what and what effect the findings will have on shaping policies
 and proposals;
 - actively engage the whole community by using a variety of formats and mediums and be mindful of local avenues for accessing people, particularly within the voluntary sector;
 - give enough time for people to be consulted;
 - o choose the right method for the type of stakeholders being consulted;
 - provide feedback:
 - o monitor consultations; and
 - o co-ordinate consultation within the corporate framework.

- 2.6 The Planning Service will, when necessary, ensure officers are appropriately trained in these principles and attend courses focused on the delivery of effective community involvement and consultation. Where it is practicable, the Planning Service will also update the corporate consultation calendar with any community involvement and formal consultation activities it undertakes. We will also work with the Communications Team right from the outset to deliver a co-ordinated approach to how information is delivered to local people.
- 2.7 Haringey COMPACT The Council will also take forward the principles and commitments of the Haringey COMPACT, which is an agreement between voluntary, community and statutory organisations on how they intend to engage and work together in partnership to make a positive difference to the services offered in Haringey. See Appendix 3 for details of the public sector's commitments in the COMPACT.
- 2.8 The community involvement and consultation activities undertaken in planning will reflect the Council's equal opportunities commitments and priorities, as set out in the Council's Equal Opportunities Policy, which is concerned with age, disability, gender, religion or belief and sexuality.
- 2.9 The Council has also taken into account the results of its 2005 Customer Satisfaction Survey. This assessed customer satisfaction with the Planning Service. Eighty-four percent of customers surveyed believed discussing planning applications with a planner was helpful, a 5% increase (79%) from the previous survey. Sixty-two percent felt they were given good advice and help, an increase of 6% (56%). The area people most wanted improved was communication 25% suggested more consultation/communication.
- 2.10 The SCI will reflect the community involvement and consultation priorities identified in the aforementioned documents. In addition, we will work with structures that have developed in Haringey over recent years. Such as, Neighbourhood Management, Conservation Area Advisory Committees, Development Control Forums, Tenants Forums, Residents Associations and local projects. These initiatives have allowed more local people to get involved in planning and other Council services.

3 COMMUNITY INVOLVEMENT IN PLANNING MATTERS

3.1 WHY IS PLANNING IMPORTANT?

- 3.2 Planning is about how land will be used for development such as the delivery of new homes, jobs, shops and roads. It is also about the change of use of buildings. Through planning we can preserve the best of what already exists and make sure that new buildings and uses are of a high standard and in the right place. Planning affects everyone, where you live, work, and how you spend your leisure time. Haringey Council is responsible for deciding whether a development anything from a house extension to improvements to an existing town centre should go ahead. Community involvement can help ensure that changes to our environment occur in a transparent and open way and is responsive to local knowledge and need. The SCI is focused on wider community involvement in two key areas:
 - o the development of planning policy; and
 - o planning applications.

3.3 WHAT DO THE COMMUNITIES IN HARINGEY LOOK LIKE?

- O Haringey's population currently stands at 224,300 in an area of 29.06 square km. Haringey also accounts for 3% of the total London population.
- Approximately 45% of the population are white British, and nearly 55% of the population are from ethnic minority communities including Black African, Black African-Caribbean, Chinese, Greek-Cypriot, Turkish-Cypriot, Indian, Pakistani, Bangladeshi, Irish, Jewish and Kurdish communities. And approximately 10% of the population are refugees or asylum seekers.
- O There are over 160 languages and dialects spoken in the Borough.
- The male to female ratio is 50:50
- A quarter of the population (55,000) are between the ages of 0 and 19; over half are between 20 and 49; and just over one-fifth are over 50.
- At 2004/05, 60.3% of the working-age population was in employment. At June 2006, 7.9 per cent of Haringey's economically active population (i.e. those working or actively seeking work) were claiming Job Seekers Allowance (JSA).
- Over 15% of the local population are estimated to have an illness that limits their daily activities or work.
- Approximately 18,800 people of working age in Haringey are disabled either by the Disability Discrimination Act definition or by work limiting. This represents 12.6% of the working age population (16-59/64) (Source: Annual Population Survey, January-December 2004).
- O The 2001 Census found there to be 952 same-sex couples in Haringey, which is 0.6 per cent of all people over the age of 16 living in households.
- o some 50% of residents do not have access to the internet.
- 3.4 Haringey's population is projected to grow by 2016 to 233,125. The population of children and young people is growing. There are 2,592 children aged four, but 3750 are not yet one. It is estimated that the number of children aged between 10-14 years will also increase between 2001 and 2016. Larger growth is being projected amongst adults between the ages of 35-69 from 2001-2016 as the population gets older.

3.5 WHAT DOES THIS MEAN FOR COMMUNITY INVOLVEMENT?

- 3.6 There is great diversity in Haringey and our community involvement activities will reflect this diversity and we will aim to provide equal access to all. We will pay special attention to the following:
- 3.7 Language barriers the diversity of language in the Borough means that we will provide clear and appropriate translation and interpretation of Council documents on request. Contacts details are provided on the last page of this document if translation is required. More interactive community involvement activities will also be used such as visual displays and exhibitions.

High levels of children and young people – we will involve young people in decision-making on planning issues. This will require using more innovative and creative techniques as young people have not always been adequately involved in the past.

Low internet access – access to the internet is not available to everyone. The methods selected for community involvement will be a combination of online (e-planning) and offline facilities.

Older people – the Council will aim to involve older people more effectively in decision making by creating stronger links with older people's groups in the Borough. We will also use accessible venues and facilities and have documents available in accessible formats.

Disabled people - the Council will aim to involve people with disability and mobility issues more effectively in decision making by creating stronger links with disability and mobility groups in the Borough. We will also use accessible venues and facilities, and make documents available in accessible formats.

3.8 The Council recognises it can not persuade everyone to get involved, or be able to take on board every comment received. We also recognises that some individuals, groups and businesses may have a greater capacity to get involved in planning matters than others and so where appropriate we will support those that find it difficult to get involved with planning issues. We have sought to be realistic about the community involvement activities proposed (see Table 3 and 4); recognising that there are limits to our resources and time constraints.

3.9 AWARENESS RAISING

- 3.10 The Council will also undertake a programme of activities in the Borough to raise awareness of planning amongst local communities:
 - o minimum once a year open days and seminars on planning;
 - o exhibitions at local community events;
 - o a programme of activities with children and young people involving local schools, colleges and neighbourhood projects; and
 - o introductory sessions on planning with local projects/groups at the neighbourhood level.

3.11 WHO WILL WE INVOLVE AND CONSULT?

3.12 Haringey will seek the views of those who live work and spend their leisure time in the Borough. As well as those organisations whose activities affect life in the Borough such adjoining land owners, the Police, Health Services and the Mayor of London. A list of the key stakeholders that the Council must involve and consult is detailed in Appendix 5. These stakeholders can be broken down into:

Table 2: Consultation Bodies

Specific consultation bodies	Statutory bodies such as adjoining Borough and government agencies.
Government	Where necessary particular government departments will also be consulted.
General consultation bodies	National and local community and voluntary groups, businesses and other stakeholders.

3.13 The following principles will help to ensure that the communities in Haringey are effectively involved:

Table 3: Community Involvement Principles

Principle	Example of what this means for the community?
Early contact	This was one of the issues highlighted during the scoping stage. Haringey Council will involve stakeholders at the earliest stage, right from the outset of when plans are proposed.
	Developers of major development proposals will be advised to involve and consult with local communities early and in a meaningful way before applying for planning permission. The Council will recommend Planning for Real exercises or similar activities to be undertaken by developers and expect that these activities reflect good practice in line with the Council's consultation principles.
Access to information	All documents and notification letters for LDF documents and planning applications will be written clearly in plain English, with a full explanation of abbreviations. We will also use accessible formats such as Braille, audio tape, easy words and pictures, different languages (available on request) and electronic formats.
	With the LDF, where necessary a summary of large documents will be provided for ease of translation.
	Information on planning applications on the web will be user friendly and easy to navigate.
	Site notices will be made user friendly and particular attention will paid to visibility and readability of the notices. For major applications a site notice will be displayed on all publicly accessible boundaries of the site. For all other applications a single site notice will be displayed in a prominent location on or near the site.
	We will also use Geographic Information Systems (GIS) more effectively as a tool for public consultation especially for LDF documents and Sustainability Appraisals (SA).

Appropriate methods	Community involvement activities will be planned in a consistent way to ensure the methods used are the right ones in each case. The Council has also identified consultation tools that are appropriate for different processes as listed in Appendix 2.
Reducing barriers	Haringey Council will be creative and innovative to involve all sections of the community in planning matters, particularly those that do not get involved in planning issues. Where appropriate, LDF documents will be made available in community venues such as libraries and on the Council's website. We will also undertake activities to raise awareness on planning issues with open days and seminars.
	The Council is also developing a LDF database. Those community groups who want to be consulted on major development site applications and planning policy documents can request their representatives to be added to the list indicating that alongside LDF documents they also wish to be consulted on major planning applications. How to get on to the database will be publicised via Haringey People magazine.
Collaboration	The Council will work with other Council services for joined up consultation exercises, where practicable and to avoid consultation fatigue or duplication. This will help to ensure consistency and prudent use of resources.
Feedback	Feedback will be provided.
Monitor and Review	

3.14 The following methods that will be used for LDF documents and recommended to applicants of major or sensitive applications:

Table 4: Community Involvement Methods

Community involvement methods	Relevant planning process	
Information by letter (available in different formats)	Development Plan Documents SCI Supplementary Planning Documents Planning Applications	
Public Exhibitions/ Open Days/Road Shows	Development Plan Documents SCI Supplementary Planning Documents General awareness on planning Major Planning Applications (by developers)	
Council websites (the internal website (Hairnet) and the public website)	Development Plan Documents SCI Supplementary Planning Documents All Planning Applications	
Council Magazines and Publications e.g. 'Haringey People', Tenants Participation, Home Zone.	Development Plan Documents SCI Supplementary Planning Documents	
Leaflets, Newsletters (available in different formats)	Development Plan Documents SCI Supplementary Planning Documents Major Planning Applications (by developers	

Community involvement methods	Relevant planning process
Local press briefing and public notices	Development Plan Documents SCI Supplementary Planning Documents Planning Applications
Consultative documents requesting public comments	Development Plan Documents SCI Supplementary Planning Documents Major Planning Applications (by developers)
Public meetings with displays	Development Plan Documents SCI Supplementary Planning Documents Major Planning Applications (by developers)
Workshops and seminars	Development Plan Documents SCI Supplementary Planning Documents General awareness on planning Major Planning Applications (by developers)
Surveys/ Questionnaires (available in different formats)	Development Plan Documents SCI Supplementary Planning Documents
Focus groups and discussions	Development Plan Documents SCI Supplementary Planning Documents
User panels and representative groups (VS) e.g. Design Panel, Conservation Area Advisory Committee (CAAC),	Development Plan Documents SCI Supplementary Planning Documents Major Planning Applications or Applications within Conservation Areas
Participatory forums/Community forum e.g. Development Control Forum, Stakeholders Forum, HSP Forums	Development Plan Documents SCI Major Applications
Planning for Real (PFR)/ Workshops	Development Plan Documents SCI Supplementary Planning Documents Major Planning Applications (by developers)

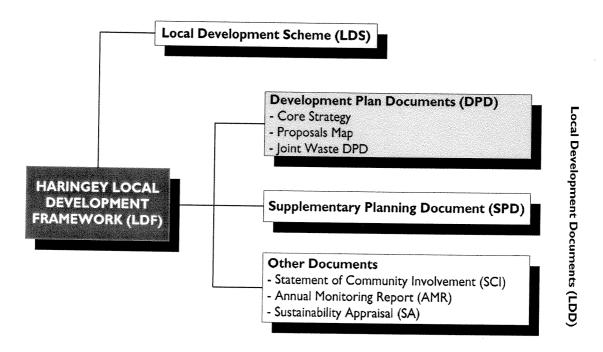
- 3.15 The above principles and methods will help ensure that documents in the LDF and future planning applications produce higher quality, locally designed and well supported plans, policies and proposals. The Council also intends to exceed the minimum requirements for consultation and publicity as set out in the Regulations relating to the Planning & Compulsory Purchase Act 2004. This will help to increase:
 - o transparency in planning decision making processes; and
 - o community and other stakeholder participation in planning.
- 3.16 We will encourage applicants of major or sensitive applications to undertake early community involvement before the application is formally submitted. We will expect developers to employ a mixture of consultation tools listed above to achieve meaningful engagement with the communities likely to be affected by their proposals.

4 HARINGEY'S LOCAL DEVELOPMENT FRAMEWORK (LDF)

4.1 The next section will explain Haringey's LDF and how the different collection of documents fit together.

4.2 WHAT IS HARINGEY'S STATUTORY DEVELOPMENT PLAN?

4.3 Reforms to the planning system are embodied within the Government's *Planning and Compulsory Purchase Act* 2004. Below is a diagram of the key documents that will form part of Haringey's LDF.



- 4.4 The LDF will comprise a number of Local Development Documents (LDD). Some LDD are required by regulation to be Development Plan Documents (DPD) and these include, a Core Strategy, Proposals Map and Joint Waste Development Plan Document. Other documents in the LDF include the Statement of Community Involvement (SCI), Supplementary Planning Documents (SPD), Annual Monitoring Report (AMR) and Local Development Scheme (LDS). Below is a timetable describing each LDF document and when consultation will begin, further details are in the LDS on the Council website: http://www.haringey.gov.uk/haringey_local_development_scheme_2006.pdf. All documents in the LDF folder with the exception of the SCI, AMR and LDS will be accompanied by a series of supporting documents, which will include:
 - o a statement of general conformity with the London Plan;
 - Strategic Environmental Assessment/Sustainability Appraisals
 - o where applicable, an explanation of how the document has been prepared in accordance with the SCI;
 - a statement of all the representations received during the consultation period(s); and
 - a list of relevant document associated with an LDD.

Table 5: Haringey Council's Local Development Framework in Detail

Document	Description	Consultation Start Date
Core Strategy and Development Control Policies LDD - (Development Plan Document)	This will outline the vision, overall approach and core policies guiding all future development and land use in the Borough. It will contain new development control policies and could include site allocations and site specific policies. It will also contain an updated Proposals Map.	September 2007
Joint Waste DPD (Development Plan Document)	This will identify the mix and location of waste facilities needed in the North London sub-region, and will also provide waste projections. Unitary authorities are required under the Planning and Compulsory Purchase Act 2004 to produce a Waste Development Plan Document for their area. This document will be produced with six other adjoining Boroughs that make up the North London Waste Authority area.	This is a future DPD and the timetable will appear in the revised LDS.
Proposals Map LDD - (Development Plan Document)	The Proposals Map will accompany DPD identifying where various policies and proposals apply. For relevant DPD the proposals map will be based on Ordnance Survey information.	The Proposals Map will be revised and updated as each new DPD is produced.
Supplementary Planning Document	This will supplement and support planning policies and proposals that require additional guidance. They will directly relate to specific policies in the 'saved' UDP and subsequent DPD. They can be thematic or spatial and in different formats, for example design guides and practical advice notes. They may relate to specific areas or policy issues. A number of these will be produced over the next three years.	Documents will be produced throughout the Local Development Framework process.
Statement of Community Involvement (Local Development Document)	This will set out how the Council will involve the community and other stakeholders in the preparation of LDD and in development control decisions.	November 2006
Sustainability Appraisal	To ensure that plan preparation is based on the principles of sustainable development, all DPD and SPD will be subject to a Sustainability Appraisal (SA). The SA will assess the environmental, economic and social impacts of each of these documents.	SA will form part of the preparation process of each DPD and SPD.

5 COMMUNITY INVOLVEMENT IN PLANNING POLICY DEVELOPMENT

5.1 WHO TO INVOLVE?

- 5.2 In the preparation of Development Plan Documents (DPD) and Supplementary Planning Documents (SPD) the Council will seek views from:
 - the general public;
 - o people and organisations on the planning policy database;
 - o statutory consultees (see Appendix 5); and
 - o representative community and voluntary organisations within the Borough (see Appendix 5).

Consulting on a DPD or SPD presents opportunities particularly during the scoping stage, to undertake outreach work to raise awareness of the document and to bring local people and other stakeholders on board, particularly those groups that do not respond to traditional consultation methods. This is particularly important as the production of documents is likely to stretch over a long period of time.

5.3 NOTIFICATION METHODS - HOW WE WILL KEEP YOU INFORMED

5.4 The following methods will be used to inform people of the different stages reached for producing DPD and SPD.

Table 6: Notification Methods

Notification Method	Comment
Letters: Informing interested parties on the Council's database in writing and email	Sent to consultees informing them of plan document and the stages reached.
Updates on our website	The Planning website will contain details of consultations on planning policy documents together with the relevant documentation.
	The website also contains details of all planning applications received, including drawings. All are viewable to the public.
Press notice	Regulations stipulate that public notices must be made at particular stages of the development plan document process.
Haringey People, Local newspaper adverts and articles	Press notices and articles will be produced where appropriate.
Presentations to existing meetings including, Area Assemblies, Planning Stakeholders Forums, Haringey Local Strategic Partnership and groups at the neighbourhood level	Where appropriate additional presentations may be given.

5.5 COMMUNITY INVOLVEMENT METHODS

- 5.6 A wide selection of potential methods for community involvement during the preparation stages of DPD and SPD are set out in paragraph 3.13 and in further detail in Appendix 2. Selecting a particular method at any given stage will depend on some of the following considerations:
 - o the extent to which the document will contribute to the desired outcome;
 - the topic under discussion;
 - geographic coverage of the document;
 - o which particular stage of the planning process has been reached; or
 - the need for specialist local knowledge.
- 5.7 The Regulations set out minimum requirements that the Council must undertake for consultation on documents. However, Haringey Council aims to go further to ensure effective and wider community involvement. The Council recognises that different methods for involvement may be more appropriate for different audiences so the most effective way to meet local need and requirements is to choose a range of approaches throughout the whole process. The Council also recognises that the planning system can be difficult to understand and this may prevent people from getting involved. We will provide information and produce documents that are concise and easy to read. We will also be clear right from the outset of all community involvement activities, about their scope and room for influence to avoid raising unrealistic expectations.

5.8 DEVELOPMENT PLAN-MAKING STAGES

5.9 The five stages of preparing a Development Plan Document (DPD) are set out below. The Council aims to involve the community and other stakeholders at each stage to ensure the documents are effective and reflect community priorities.

Table 7: Development Plan Making Stages

What happens?	Production (Evidence Gathering – Identifying Issues and Options) The Council seeks to find out what the issues are facing the Borough. These should be founded on a clear understanding of long-term economic, social and environmental needs of the area. Types of evidence gathering that the Council will undertake include: commissioning studies, surveys, and undertaking background research into population forecasts. The Council produces a Scoping Report for the Sustainability Appraisal (SA) which will accompany a DPD and it will begin to identify issues and options for the DPD. The Council consults with stakeholders to identify key issues and options for DPD and informally consults on the SA Scoping Report.
How Long?	No formal period of consultation. The Council will informally consult with various strategic and statutory consultees and other appropriate local stakeholders to identify priorities and aspirations to inform the preparation of the policy document.

Stage 2: Proc Documents)	duction (Preparing Issues, Alternative Options and Preferred Options
nappens:	The Council will then incorporate views expressed in the previous stage and the findings of the SA into the production of its 'Issues and Alternative Options' document. This will set out the key issues that need to be addressed and the options

	and alternative options for dealing with them. It will be detailed, yet concise, providing where necessary maps, diagrams, and illustrations.
Documents available	The Council will publish the document, and make it available at the Council's planning office, the main libraries in the Borough and the Council website.
How long?	The Council will formally consult on this document for six weeks with the community and statutory bodies to check that suggested options are practical and realistic. The Council will also include a commentary on the SA of options.
	Any other supporting information, such as technical studies, background studies and the results of previous material, will also be made available to help people understand what they are being asked to comment upon. This will enable people to understand the Council's position and any actions taken.
Final version - Preferred Options	" " " " " " " " " " " " " " " " " " "
	The final version of the DPD will be prepared – called the submission document – containing the Preferred Options for the DPD and a formal SA report. The SA sets out the environmental impacts of the Preferred Options in the DPD. The Council will submit the Preferred Options Report, SA and Consultation Statement to the Secretary of State and publish for formal consultation for six weeks. Any representations made during the formal consultation period will be sent to and considered by the Secretary of State (through a Planning Inspector), published and then be made available in the same way.

What happens?	The Secretary of State will appoint a Planning Inspector to examine the document, consider any representations received and assess whether the submission DPD is effective and realistic. Anyone has the right to appear in person at the examination. The Inspector will then write a report to the Council setting out how the DPD must be changed (if at all).
Documents available	The Inspector's report will be binding and made available for public inspection. It is the Council's intention to meet all the minimum requirements for consultation as set out in the Regulations.

Stage 4: Adoption		
What happens?	Following the Inspector's report, the Council will incorporate all the recommendations.	
Documents available	The Council will adopt and publish the document together with its SA. This will be advertised and made available locally at the Council's planning office and the Council's website www.haringey.gov.uk . The document will be reviewed formally every three years or as appropriate, this will decide if parts need changing to keep it up to date. Further details are given in the LDS. The Annual Monitoring Report will also monitor how effective policies are in meeting the overall vision and objectives for the LDF.	

5.10 Also see Appendix 6 for a breakdown of the community involvement and consultation stages for DPD.

5.11 SUPPLEMENTARY PLANNING DOCUMENT STAGES

5.12 There are three stages in the preparation of Supplementary Planning Documents (SPD) and these are set out below. The Council aims to involve the community and other stakeholders at each stage.

Table 8: Supplementary Planning Document Stages

Stage I: Pre-	Production (Evidence Gathering)
What happens?	Local Authorities are not required to prepare an issues/ options document. However, the Council may seek input from particular bodies on the issue, topic or area under consideration when preparing a SPD.
Documents available	If any pre-production discussions are undertaken associated documents will be made available at the Council's planning office and on the website.
How Long?	This stage may not have a fixed time limit, depending on the nature of the document.

Stage 2: Proc	luction (Preparing Documents)	
What happens?	The Council will prepare and publish a draft SPD, accompanied by a Sustainability Appraisal.	
Documents available	The Council will publish these documents, and make them available at the Council's planning office and the main libraries in the Borough and the Council website.	
How long?	The Council will formally consult for six weeks.	
Then what?	A summary report will be produced outlining any representations received during these formal consultation periods and the Council's response.	

Stage 3: Ado	otion
What happens?	The Council will consider representations made to the draft SPD, make any changes as a result, and then adopt it.
Documents available	Copies will be made available at the planning office and on the Council website.
How long?	There is no consultation at this stage.

5.13 For further details on the community involvement and consultation stages, see Appendix 7.

5.14 FEEDBACK

- 5.15 The Council will provide feedback on formal consultation exercises for LDF documents. At the end of the statutory consultation period letters/emails of acknowledgement will be sent to respondents. This will include a summary of how the information will be used and the next steps in the process. Paragraph 5.4 describes further how the Council will keep the community and stakeholders informed of progress on its LDF. This includes, updates on our website, presentations, features in local newspapers and Council publications.
- 5.16 The Council recognises that it is not possible for everyone to support policies and emerging proposals in the LDF. Neither is it possible for the Council to accept all views. Some issues cannot be influenced as they may be national or regional policies that the Council's LDF must incorporate and keep to. Comments received from local people and other

stakeholders will be used to inform a document along side government and regional guidance and policies and our evidence base derived from our scoping activities.

5.17 EFFECTIVENESS AND MONITORING

- 5.18 After a LDD has been completed, the Council will were appropriate evaluate individual consultation methods. We will use feedback forms to assist us in assessing our approach and this may include asking people to rate the consultation methods and suggest ways for improving their use. Below is a checklist against which methods will be assessed:
 - O Did it provide information needed from the Council?
 - O Did it provide sufficient opportunity for people to get involved?
 - O Did it widen involvement?
 - O Did it allow people to contribute their views and ideas?
- 5.19 This evaluation will allow us to refine our approach to community involvement, making any necessary adjustments to ensure that future activities are effective.

6 COMMUNITY INVOLVEMENT - PLANNING APPLICATION STAGES

- 6.1 This section sets out the planning application process. Applications arise when permission is sought by someone (an individual, groups, businesses, public authority) to use or develop land. Haringey Council is responsible for deciding whether planning permission should be granted or refused after considering the policies in the LDF, strategic priorities and representations from the local community.
- 6.2 The standard applications the Council considers are as follows and this must be undertaken within a prescribed period:

Table 9: Types of Planning Applications

Application type	Description	Target Timescale
Major	Residential developments (whether by conversion or new build), involving the creation of 10 or more units, or where the number of units is not known, those with a site area of 0.5 hectares or more; or other (non-residential) developments with a floorspace of 1000m2 or more or with a site area of 1 hectare or more.	13 weeks
Minor	Residential developments below 10 units and non — residential developments with a floorspace below 1000m2.	8 weeks
Householder	Those within the curtilage of a residential property which requires an application for planning permission and is not a change of use. These include extensions, alterations, garages, swimming pools, walls, fences, vehicular accesses, porches and satellite dishes. Excluded from householder developments are applications to change the number of dwellings within an existing building and applications for the erection of a separate dwelling.	8 weeks

6.3 THE APPLICATION PROCESS

- 6.4 The nature of the application will decide who will be consulted. See Appendix 9 (consultation policy neighbours) as a guideline for who we will consult on particular applications.
- 6.5 Applicants of major schemes are advised to undertake early community involvement before submitting an application to the Council. It is the responsibility of the applicant to conduct pre-application community involvement. With applications submitted to the Council, interested people will have the opportunity to know what proposals are in their area, be consulted on them and find out about decisions. The comments received during the application stage will help to inform how the application is determined, alongside national, regional and local planning policies. The Council recognises that with such an inclusive approach to the planning process it will not always be possible to satisfy everyone and achieve consensus all of the time.
- 6.6 The following table outline the consultation process for planning applications.

Draft Statement of Community Involvement

Table 10: Planning Application Process

	S S	HOW THE COUNCIL WILL CONSULT YOU
PRE-APPLICATION DISCCUSSION		Pre-application discussions are available to applicants and are intended to provide specific planning advice concerning the development of a particular site and provide greater clarity to the applicant by identifying planning issues and requirements before the application is submitted. For applicants an appointment can be made with a planning officer for advice on the content of the application and on the relevant planning policies and procedures.
	and an annual section of the Boltz College Col	Applicants are advised to come to a discussion meeting with adequate information in the form of site plans and photographs in order to be able to describe in reasonable detail the context surrounding the proposal.
	ere men en e	For major schemes relevant teams within the Planning Service (Design and Conservation, Strategic Sites, Transport and the relevant policy officer from Planning Policy) should have input into discussions. The Planning Service also operates a general advice service between 08:45 am and 17:00 pm Monday – Friday at the planning office, where customers can meet with a Planning Customer Care Officer without an appointment.
	Comments by the Design Panel ³	Where appropriate, the following applications will be considered by the Design Panel: • residential: at least 10 new residential units or residential sites of 0.5 hectares or more; • non -residential: 1,000 sq. m and over gross floorspace /or sites of over I hectare; • sensitive proposals such as a development adjacent to public open space or listed buildings; and • occasionally, other applications which officers feel will benefit from the expert design advice, could be brought to the Panel's attention with the Chair's agreement
PRE -APPLICATION COMMUNITY INVOLVEMENT AND ON MAJOR SCHEMES	Letters, News Paper Advert (public notice), Leaflets, Public Meetings, Exhibitions,	It is the responsibility of applicants of major schemes to undertake early community involvement before applying for planning permission and although there is no statutory requirement for applicants to do so, the Council will recommend that this is undertaken. For developers of major schemes, the developer will be directed where appropriate, to the Council's Community Contacts database/Community Portal as a way of identifying suitable community groups to contact. Such applicants will also be directed to the Council's consultation guidelines and standards for developers of major schemes, which will be made available on the Council website. The Corporate Consultation Team will also be able to provide advice about community groups and

³ The function of a design panel is to give independent urban design advice on key development applications. The Panel does not have decision-making powers; rather it has an advisory role. The Panel meets to looks at pre-application submissions only.

Draft Statement of Community Involvement

Table 10: Planning Application Process

	HOW THE COUNCIL WILL CONSULT YOU
Displays, Workshops, focus Groups, Planning for Real, seminars)	the resident population of the borough. Council services, including neighbourhood managers for the relevant area, will also be available to comment on the list of consultees produced by developers. This approach will help to inform applicants of key organisations and groups in the Borough that ought to be involved and which will help them to consult with residents prior to the application being submitted to the Council. The Council will recommend the use of community involvement methods set out in paragraph Table 4 and Appendix 2. We also recommend that applicants follow the procedure below:
November suppossible of the control	(a) As early as possible, and where appropriate, applicants should discuss their community involvement programme together with the Council. This will help make sure that the involvement process is suitable, identifies relevant consultees and is in line with the Statement of Community Involvement (SCI). It is the responsibility of applicants to design and plan their own community involvement strategy as they think fit, but mindful of the standards set out in the SCI.
mpulation de la companya de la comp	(b) Whilst applicants carry out the community involvement activity, Council officer's will recommend suitable community involvement methods.
	(c) After the community involvement activities have been undertaken and as part of the application process applicants should submit a Consultation Statement (CS) with the planning application. This should summarise the type of consultation that was organised, the key issues raised and details of how the scheme addressed those issues.
Agentussas and contract of contract and cont	There are many benefits associated with pre-application community involvement. It provides the local community and other stakeholders with the opportunity to let applicants know what they think, raise any issues or concerns directly with the applicant and possibly negotiate changes by having the possibility to influence proposals right from the outset. Applicants too can benefit from local advice and intelligence so that what is proposed is the right development, in the right place, at the time.

Draft Statement of Community Involvement

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	E OH	HOW THE COUNCIL WILL CONSULT YOU
APPLICATION SUMITTED		When a planning application (major, minor householder) is submitted to the Council the details of the application will be entered on to the Statutory Register of Applications. This is available for inspection at the Planning Service.
	n ag Parlamenta de de consequencia social de consequencia social de consequencia social de consequencia social	As appropriate, applicants of major schemes should also include the relevant documentation needed to assess the application such as existing and proposed drawings, site plan, Design Statement, Travel/Transport Statement and /or Plan, Design and Access, Statement and Energy Statement.
	antonomia kinnassikan parineksika sistemaka kan	Applicants of major schemes should also provide a Consultation Statement of any pre-application consultation undertaken and how they have taken account of the comments made by the community, and how the comments have helped shape the application.
		A detailed checklist (validation procedure) of the documentation applicants and agents are expected to provide with their application will be available on the Council website. The website will also have details of how we consult and the planning process.
ADVERTISING & CONSULTATION	Site Notice	A site notice will be made more visible and clearly displayed if the application is a major scheme, falls within a Conservation Area, or if it is a departure from the development plan. For major developments there is a legal requirement to display a site notice on all publicly accessible boundaries of the site. For all other applications a site notice will be displayed in prominent locations on or near the site. The notices stay up for a 21 day consultation period.
	Direct Neighbour Notification Letters	Three basic letters are sent: o notification of consultation on major, minor and householder applications; and o those for applications that will go to a Development Control Forum.
		The Council will where necessary exceed the minimum requirement for consultation on applications (see Appendix 8). For details of which neighbours will be notified about a particular application see Appendix 9. The Council will notify by letter: all adjoining properties; and additional nearby properties if they are likely to be directly affected by the proposed development.
		The notification letters to neighbours:

Draft Statement of Community Involvement

Table 10: Planning Application Process

	Z C C C C C C C C C C C C C C C C C C C	HOW THE COUNCIL WILL CONSULT YOU
		 summarises the nature of the application; gives the name of the case officer; and gives a 21 day response deadline from the date of receipt.
		All consultation letters have guidance on the reverse giving advice on how to put your views forward to the Council.
	Mepsite	The Council's website provides information about all planning applications submitted to the Council and a separate list of the decisions given on those applications. Both lists are updated weekly. This online planning database allows you to: O Access planning applications, current or past O View drawings, photographs and documents accompanying a planning application online O Comment on applications online O View the decision notice O View the officer report for each decided application in full (including reasons for approval or refusal) O View decision notices, which include any attached conditions or reasons for refusal
		The website also contains information about planning briefs for specific sites, and advice about how to find out more about planning proposals in the Borough.
decisionement and minimateriorani et decisionement decisio	Interactive Maps	The Council's interactive Borough maps illustrate graphically where in the Borough particular applications have been submitted and the decision taken.
SOCIALISANDETIANDES PARTICIPATA DES PROPRIENTA DE LA PROPRIENTA DE LA PROPRIENTA DE LA PROPRIENTA DE LA PROPRIENCIA DEL PROPRIENCIA DE LA	Weekly Planning List and News Paper Adverts	A weekly list of applications registered with the Council will also be forwarded to interested parties. The Council also places adverts in local newspapers on particular applications that are submitted. See Appendix 10 for details of the weekly planning list and for guidance on the statutory publicity procedure.
real see all most est convolution provincies de convolution de con	Statutory Consultees	The Council will consult with any statutory body required in accordance with any Act or Regulation.

Draft Statement of Community Involvement

Table 10: Planning Application Process

STAGE		HOW THE COUNCIL WILL CONSULT YOU
	Adjoining Borough	Adjoining Borough Councils will be notified if the site is near a Borough boundary and is likely to affect the neighbouring Borough.
	Internal Council departments	See Appendix 11 for details of which internal Council departments will be consulted on a particular application.
CONSERVATION AREA ADVISORY COMMITTEES & AMENITY GROUPS	Conservation Area Advisory Committees (CAAC)	The Planning Service will send copies of planning applications requesting listed building consent, and conservation area consent to the Borough's Conservation Area Advisory Committees. The CAAC provide comments on those applications to Development Control and these are considered by the planning case officer in the assessment of the application.
	Amenity Groups	The Council already maintains a list of contact details for amenity and residents groups, and will arrange to notify them of applications in their area of interest. They can also view the weekly list of applications as well as check the application drawings via the web, and make representations to Development Control, which are likewise considered by the planning case officer during the assessment process.
DEVELOPMENT CONTROL FORUM		The Council organises a Development Control Forum which brings together developers, local community groups, residents, Councillors and officers to discuss major, controversial and sensitive applications. This is an opportunity to discuss these applications at the application stage before they are determined; however the Council encourages pre-application discussion and community involvement on major schemes before they get as far as the Development Control Forum stage.
		The Development Control Forums have been a successful innovation to the Council's consultation activities. Because of this and as part the Council's review of the Forum we will consider widening who will chair the meetings to: o a Senior Manager within the Planning Service; or o an appropriate Council Member
		More details of the Development Control Forum is given in the Council's summary document titled The Development Control Forum – an aid to reaching decisions on large or difficult planning applications.
		Representations must be made in writing:

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	METHOD HOW THE COUNCIL WILL CONSULT YOU
	o by etter or fax to the Council;
A section of the sect	 by sending an email to the Council; or on-line using the appropriate form
RE-CONSUL TATION	There is no legal requirement to re-consult neighbours where changes are made to an application. In many cases changes are made to meet objections. The Council may in some cases re-consult based on the following issues:
・ To	The period for re-consultation responses may be shown that the period for re-consultation re-
NEGOTIATIONS WITH THE APPLICANT MAKING A DECISION - PLANNING APPLICATIONS SUB-	The Council will negotiate with the applicant as appropriate so that a scheme is more acceptable in planning terms. This stage will have regard to the representations received, the Local Development Framework and any other material considerations. The negotiation may take place where the planning application is to be recommended for refusal. The Planning Applications-Sub Committee meetings are held regularly throughout the year so that the committee can decide whether to grant or refuse planning permission. The committee's objective by consulting local interested parties is to ensure that developments granted planning permission help to improve the local area.
	During the committee meeting Members consider: O Planning application reports, which they receive at least three days beforehand. O Planning officers' report describing relevant characteristics of the sites. O Maps. O Drawing of the proposed scheme. O Photographs of sites.
	 Representations from those who have made arrangements to speak.
	Further details on how to attend a PASC meeting is in Haringey Council's Presenting Your Views at a Planning Applications Sub-Committee Guidelines, which is available from the planning office.

Draft Statement of Community Involvement

Table 10: Planning Application Process

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#5 Fo	M T T O O T	HOW THE COUNCIL WILL CONSULT YOU
MAKING A DECISION - DELEGATED POWERS		Where a decision is not required to be made by the Planning Applications Sub-Committee, delegated powers have been granted to Senior Planning Officers to determine applications.
DECISION FEEDBACK	NO PRINCIPATION OF THE PROPERTY OF THE PROPERT	Everyone who makes a comment on a planning application will be given feedback on:
	NVP-prior no control proposal de la control prior prior no control prior n	 the committee date for considering the application where decisions are to be made by the Planning Applications Sub-Committee (applicants will also be informed); and the decision made on the application and the reasons for approval where planning permission has been granted, as well as the applicant. The Council will also tell people where the full text of the officer report and decision notice can be seen.
		Where an application has been refused, information of the right to appeal will also be provided to applicants.
and the second s	- Orlandon de la companya de la comp	If a planning application decision was made by the Councils Planning Applications Sub-Committee, the minutes of the meeting will be available to be viewed on the Council's website and at the planning office.
		All responses received for an application during the formal consultation stage will be taken into account when a decision is made, provided they relate to land use planning matters. These responses will be considered alongside planning policies in the development plan and other information. All comments on an application, or an appeal, are placed on the case file and may be seen by applicants and any other interested party.
		Major Schemes If during the pre-application stage an applicant of a major scheme has involved and consulted with the community in a manner the Council disagrees with we can not refuse to consider a valid planning application. However, if an applicant fails to involve and consult the community on a major scheme this could give rise to objections being made, which could be taken into account when determining the proposal. The aim of the process is to encourage a comprehensive discussion between local stakeholders and the applicant before a formal application is submitted to try to overcome objections at a later stage and enable communities to have a real influence over proposals before they are finalised

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6.6 MOBILE PHONE MAST APPLICATIONS

6.7 Mobile phone applications undergo wide consultation encompassing surrounding streets, especially in built up areas. We also include the nearest schools in the consultation. In addition to this, consultation on all mobile phone base station applications will extend to a 100m radius and operators will be asked to provide information on beam intensity and evidence of the need for a new mast. An annual meeting will be held by the Planning Service with the Mast Operators, to discuss their roll-out programme.

6.8 NO REQUIREMENT TO CONSULT

- 6.9 The Council is not required to consult on the following types of applications, unless the option of the case officer is that consultation may be useful in revealing local knowledge to help determine the proposal.
 - Certificate of Lawfulness of Proposed Use
 - Certificate of Lawfulness of Existing Use
 - o Internal alterations only to a Listed Building (Grade II only)
 - Control of Advertisements
 - Approval of details

7 RESOURCES AND SKILLS

7.1 RESOURCES

7.2 In-house resources have been made available by the Council for involving and consulting on its LDF. This includes staff and support for the plan making process. Involvement activities outlined in the Statement of Community Involvement will also be funded by these resources. Officers will work with communities and residents on improving their understanding of and involvement in planning. Although Planning Officers will primarily be responsible for producing the LDF, we will work with officers from other Council services that will be able to provide support and advice where appropriate during the process.

7.3 SKILLS FOR CONSULTATION

7.4 Community involvement and consultation can be a costly and resource intensive activity but it is an integral part of the work of the Planning Service. As such, specialists will also be employed on specific community involvement activities where there is a lack of in house expertise or capacity. The Council will ensure that the approach of any specialist agency is in accordance with the standards laid down in the SCI. The vibrant voluntary sector and a vast number of community groups in the Borough may also have resources that the Council may be able to tap into in relation to community involvement in the LDF.

7.5 'DOVE-TAILING AND PIGGY BACKING'

7.6 So that resources are used prudently, we will try to work with other services in the Council to undertake consultation activities by 'dove-tailing' or 'piggy backing' their consultation activities. The Corporate Consultation list, which contains over 800 names and address of community and voluntary sector groups in the borough, will also used where appropriate for community involvement and consultation activities. Joint working will help to avoid consultation fatigue and a repetition of work already undertaken. The Council recognises that in some circumstances joint working may not be advisable if it is considered that it may adversely affect the effectiveness of involvement in the LDF.

7.7 ROLE OF COUNCILLORS

7.8 Some Councillors are already involved in the review of planning documents. As part of the LDF process, the Council will also work closely with the Borough's Councillors as they have special knowledge of their communities and understanding of their concerns and aspirations.

September 2006

APPENDIX I

Key sets of work undertaken during the scoping/pre-consultation stage of the SCI

Action	What Happened?
Creation of SCI information Booklet and questionnaire	Wide distribution (statutory bodies, organisations, individual residents, schools, residents associations, community and voluntary groups, and businesses) of questionnaires and information booklets about planning and the SCI. For this we used existing databases and participated at local events and meetings in the borough.
Council website and local meetings	SCI documents were available on the council's website, and at neighbourhood meetings, areas assemblies, borough libraries and reception areas at main council offices.
community events	Participated in events such as Tottenham Carnival in June and the Residents Conference in July.
Presentations to local groups	Presentations given to older people's groups, disability groups and the Planning Stakeholders Forum (a user group). In an attempt to widen involvement and find out what their planning needs are.
Schools and Colleges	We wrote to schools with a view of getting children and young people involved in this process during formal consultation process and to develop a work programme for involving children and young people in planning.
Working with other Council services	An Officers Working Group was formed to help guide and the preparation of the SCI and ensure the process adhered to good practice for community involvement. We also gave presentations to and held informal discussions with other Council officers. We have worked particularly closely with the Corporate Consultation Team and Neighbourhood Management to find out what planning issues and barriers and challenges exist for local people in understanding and accessing the planning service. We will continue to work more closely to raise awareness about the SCI and planning at a local level.
Councillors	A Members Steering Group was formed to steer the preparation of the SCI. Letter sent to all Councillors informing them about the Council's intention to produce the SCI and the availability of the SCI information booklet and questionnaire.

Potential methods for community involvement

Procedure	Advantages	Disadvantages	Costs involved	
Letters to statutory bodies and individuals (available in different formats on request)	Can reach a wide audience of people as it is relatively inexpensive. Can be used to invite views and explain the Council's view and rationale for a certain position.	May not reach those with reading difficulties.	Inexpensive	
Public Exhibitions/ Open Days/Road Shows	Opportunity to inform people about proposals and projects. Options can be clearly set out and presented all at once. Exhibitions can be moved between locations for maximum targeting. Can be used to generate feedback on a topic.	May only reach audience with interest in the topic. Information flow is largely one-way, though feedback can be requested (e.g. book to record comments, self-administered questionnaires).	Inexpensive - cost of hiring the venue, and staff time setting up the exhibition.	
Council websites (the internal website (Hairnet) and the public website)	Economical. Easy means of referring people to information in a short period of time.	Extent of internet access in the borough will be an issue.	Negligible	
Council Magazines and Publications e.g. 'Haringey People', Tenants Participation, Home Zone.	Reaches a wide range of residents and is economical. Useful when needing to broadcast information and give people an opportunity to respond.	Extent of readership may be limited. May not reach non-residents of the borough.	Inexpensive or negligible	
Leaflets, Newsletters (available in different formats on request)	Coverage is potentially wide, reaching residents and non-residents. Can be used to invite views. Can be high profile publicity.	Can generally give limited information. May deliver a poor response. Information flow is largely one-way, although can inspire debate amongst residents. May not reach those with reading difficulties.	Inexpensive, but requires skilled handling.	
Local press briefing and public notices	Information can be provided in some detail. Economical	Not definite that a story will get in the press. May not reach those with reading difficulties.	Moderate	
Consultative documents requesting public comments	Clear statement of purpose and reasoning should be apparent. Anyone can respond. Amenable to process on the web.	Relies on initiative of responders. Responses not likely to be representative of all opinion/interests. Can be hijacked by dominant and more resourceful individuals and organisations. May not	Moderate/expensive - costs of publishing the documentation and administering the distribution and feedback process. Costs reduced if the process is done on the web.	

Procedure	Advantages	Disadvantages	Costs involved	
		reach those with reading difficulties.		
Public meetings with displays	Combines the advantages of exhibitions with more informed discussion and opportunity to comment. Involves, informs and empowers the local community. Can involve different language groups using interpreters.	Relies on those who attend to comment, and hence can sometimes be unrepresentative. May only attract those with negative views. Many do not feel able to participate, as can be hijacked by more dominant and resourceful individuals. Size is limited by venue	Moderate	
Workshops and seminars	Opportunity for stakeholders to make their opinion heard in a public debate. Encourages active citizenship. Encourages participants to develop a stronger and more relaxed working relationship. Can involve different language groups using interpreters.	stakeholders to take part. ship. Encourages to develop a more relaxed lationship. Can erent language nterpreters.		
Surveys/ Questionnaires (available in different formats on request)	Good sampling technique should ensure that all shades of opinion are canvassed and captured. Can be geographically focused in terms of neighbourhoods, town centres, and open space. Can be used to reach particular target groups.	Can appear to be remote; while it captures public opinion, it does not necessarily capture opinion or the interests of institutions, corporate bodies and developers etc. May not reach those with reading difficulties.	Moderate - skilled exercise which should be undertaken by trained staff or professionals. Can be inexpensive or moderately expensive.	
Focus groups and discussions	A participatory approach, which can explore views on specific issues. A two-way process which gives clear encouragement to contribute ideas and views. Can be used to reach a target audience and those that do not respond to traditional forms of consultation. An opportunity to explore the factors which support an individual's opinion. Good for sensitive subjects where individuals may not respond to a structured questionnaire/group discussion. Can involve different language groups using interpreters.	Can be very time-consuming, and relies on good-will of respondents. Ultimately the group's views are only as representative as the group itself, i.e. selection of the group is very important. Cannot be used to extrapolate results for the whole population. Requires skilful facilitation.	Moderate - more costly if data is examined by a Consultant	

Procedure	Advantages	Disadvantages	Costs involved
User panels and representative groups (VS) e.g. Design Panel, Conservation Area Advisory Committee (CAAC),	Provides a platform that is stable, can be very knowledgeable (representative groups) and gives a sense of involvement. Can be used to address more technically complex issues.	Where volunteers are being used, there is a need for frequent replacement.	Inexpensive/ Moderate
Participatory forums/Community forum e.g. Development Control Forum, Stakeholders Forum, HSP Forums	Provides the opportunity for participation in the process and procedures of planning. Strong two-way process.	Strong personalities may dominate proceedings.	Moderate
Planning for Real (PFR)/ Workshops	Involves, empowers and informs respondents — provides a degree of local ownership. Available as a tailored package, and easy to initiate. Entertaining for participants. Takes respondents through the physical planning process and enables the visualisation of options. Can catch a wide range of participants. Can involve different language groups using interpreters.	Structured approaches of PFR may limit its usefulness for some situations. Needs planning, administration, time, and resources.	Moderate/Expensive

SCI soundness tests

	9 Tests of Soundness
1	The Local Planning Authority has complied with the minimum requirements for consultation as set out in Regulations
2	The Local Planning Authority's strategy for community involvement links with other community involvement initiatives e.g. the Community Strategy
3	The statement identifies in general terms which local community groups and other bodies will be consulted
4	The statement identifies how the community and other bodies can be involved in a timely and accessible manner
5	The methods of consultation to be employed are suitable for the intended audience and for the different stages in the preparation of Local Development Documents
6	The resources are available to manage community involvement effectively
7	The statement shows how the results of community involvement will be fed into the preparation of Development Plan Documents and Supplementary Planning Documents
8	The authority has sufficient mechanisms for reviewing the Statement of Community Involvement
9	The statement clearly describes the planning authority's policy for consultation on planning applications

September 2006

APPENDIX 4

Haringey COMPACT - public sector commitments

Overall Commitment:	Within the Compact 'Haringey's partners are committed to building a safe and cohesive community where diversity is valued and respected. By working better together Haringey's will develop mechanisms that create opportunities for involving black and minority ethnic organisations, young people, lesbian, gay, bisexual and transgender people, older people and people with disabilities who are under-represented in partnerships, consultation, strategic planning and decision making, in compliance with anti-discrimination legislation'.	
Public Sector Commitment	itment	
Valuing the	Value the contribution that the voluntary, community and faith organisations make to the well-heing and progressing of the said of	
Voluntary and	Haringey.	
Community Sector	Recognise the work of organisations in the voluntary and community sector as they are hest placed to provide certain services sensetable or in	
	conjunction with those in the public and/or private sector.	
Working	Actively involve and work with the voluntary and community sector in decision making and in understanding the rectaminat of the suitli-	-
Relationships and	Sector.	
Partnerships		
Innovation and Best	Utilise expertise and best practice in the voluntary and community sector. Support inpovative working such as flexibilities and section	
Practice	delivery responsiveness, where applicable.	
Consultation and	Work with the voluntary and community organisations to understand the views of citizens and communities and to create accommission	_
Community	for them to influence policies!	
Engagement	Increase the opportunities for participation by the diverse local voluntary and community sectors in service planning and delivery	
	Structure targeted support (resources and voluntary and community sector enterprise) to ensure that the voice of marginalised	
	communities can be heard effectively.	
Provision of	Acknowledge that organisations in the voluntary, community and faith sector henefits from resources etrustures information and consider	
Support to the	professional knowledge and support that public bodies can provide in terms of funding and financial support	
Voluntary and	a loddoc marking on the second of the second	
Community Sector	Community Sector Invest in the infrastructure of the voluntary and community sectors and assist groups to secure sustainable funding where possible	
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In the Case of the planning Service we will follow prescribed timescales for statutory consultations. This is set out in the Regulations.

List of consultation stakeholders

This appendix lists the types of bodies, groups and organisations that the Council will involve and consult with, where appropriate during the preparation and development of its Local Development Framework (LDF). It is impossible to name every individual group, as the list would become too quickly out of date. In accordance with the 'Act' and Regulations, Haringey Council must consult with a number of 'specific, general and government consultation bodies' that are appropriate to the Local Development Document or planning application in question.

Specific Consultation Bodies

- The Mayor of London
- Adjoining boroughs
 - Barnet
 - Camden
 - Enfield
 - Hackney
 - Islington
 - ❖ Walham Forest
- The Countryside Agency (to be renamed Natural England from Oct 2006);
- The Environment Agency;
- Highways Agency;
- The Historic Buildings and Monuments Commission for England;
- English Nature (to be renamed Natural England from Oct 2006);
- The Strategic Rail Authority;
- London Development Agency;
- Any person to whom the electronic communication code applies by virtue of direction given under Section 106 (3)(a) of the Communications Act 2003;
- Any of the bodies from the following list who are exercising function in any part of the area of the local planning authority:
 - North Central London Strategic Health Authority
 - Person to whom a licence has been granted under Section 7(2) of the Gas Act 1986
 - Sewage undertakers
 - Water undertakers

Government Departments

- Government Office for London in the first instance and then if necessary
- Home Office
- Department for Education and Skills (through the Government Offices)
- Department for Environment Food and Rural Affairs
- Department for Transport (through the Government Offices)
- Department for Health (through relevant Regional Public Health Group)
- Department of Trade and Industry (through the Government Offices)
- Ministry of Defence
- Department of Works and Pensions
- Department of Constitutional Affairs
- Department for Culture, Media and Sport
- Office of Government Commerce (Property Advisers to the Civil Estate)
- The Countryside Agency

General Consultation Bodies

- Voluntary bodies some or all of whose activities benefit any part of the authority's area
- Bodies which represent the interests of different racial, ethnic, or national groups in the authority's area.
- Bodies which represent the interests of disabled persons in the authority's area.
- Bodies which represent the interests of persons carrying on business in the authority's area.

Other Consultees

Where appropriate

- Age Concern
- Airport operators
- British Chemical Distributors and Trade Association
- British Geological Survey
- British Waterways, canal owners and navigation authorities
- Centre for Ecology and Hydrology
- Chamber of Commerce, Local CBI and local branches of Institute of Directors
- Church Commissioners
- Civil Aviation Authority
- Coal Authority
- Commission for Architecture and the Built Environment
- Commission for New Towns and English Partnerships
- Commission for Racial Equality
- Crown Estate Office
- Diocene Board of Finance
- Disability Rights Commission
- Disabled Persons Transport Advisory Committee
- Electricity, Gas, and Telecommunications Undertakers, and the National Grid Company
- Environmental groups at national, regional and local level, including:
 - Council for the Protection of Rural England
 - Friends of the Earth
 - * Royal Society for the Protection of Birds
 - London Wildlife Trust
- Equal Opportunities Commission
- Fire and Rescue Services
- Forestry Commission
- Freight Transport Association]
- Gypsy Council
- Health and Safety Executive
- Help the Aged
- Housing Corporation
- Learning and Skills Council
- Local Agenda 21 including:
 - Civic Societies
 - Community Groups
 - Local transport Authorities
 - Local Transport Operators; and
 - Local Race Equality Councils and other local equality groups
- National Playing g Fields Association
- Network Rail
- Passenger Transport Authorities
- Passenger Transport Executives
- Police Architectural Liaison officers/Crime Prevention Design Advisors
- Port Operators
- Post Officer Property Holdings

- Rail Companies and the Rail Freight Group
- Regional Development Agencies
- Regional Housing Boards
- Rail Haulage Association
- Sport England
- The House Builders Federation
- Transport for London
- Travellers Law Reform Coalition
- Water Companies
- Women's National Commission

The Council will also seek to:

Where appropriate engage and consult with the general public, and groups that do not respond to traditional methods of consultation. These groups include:

- Black Minority Ethnic groups in accordance with the Race Relations (Amendment) Act 2000
- Working men and women aged 25-50 including commuters
- Children and young people
- Older People
- People with disability and mobility issues
- Community organisations/associations
- Resident/ tenant groups and associations
- People with problems reading, writing and speaking English
- Visitors and tourists to the Borough
- Gypsies and Travellers
- Public partnerships including the Haringey Local Strategic Partnership and Town Centre Partnerships
- Trade Unions, North London Chamber of Commerce, Haringey Business Development Agency,
 Tottenham Green Enterprise Centre and other business forums in the borough
- Education institutions including, local schools, Colleges, Middlesex University and North London Learning and Skills Council
- Developers and planning consultants/ agents
- English Heritage and historic environment amenity societies including Conservation Area Advisory Committees (CAAC)
- Health organisations including, Barnet, Enfield and Haringey Primary Care Trust
- Environmental, transport and energy groups at national, regional and local level
- Rail and bus companies including Network Rail and passenger user groups
- Local House builders, Housing Corporation, Housing Associations, Regional Housing Boards and Registered Social Landlords
- Sport and cultural organisations including, the National Playing Fields Association, local cycling groups, Borough sports clubs, companies/trusts and associations
- Local utility providers including, gas and electricity
- Metropolitan Police Authority, local crime prevention officers
- Any other group or individual expressing an interest in the Local Development Framework at any stage
 of the process will be added to our consultation database

Some of these groups or individuals may find it difficult to get involved in planning processes and may require extra support to help them get participate in consultation exercises. The extra help the Council may provide under-represented or hard to reach groups will include:

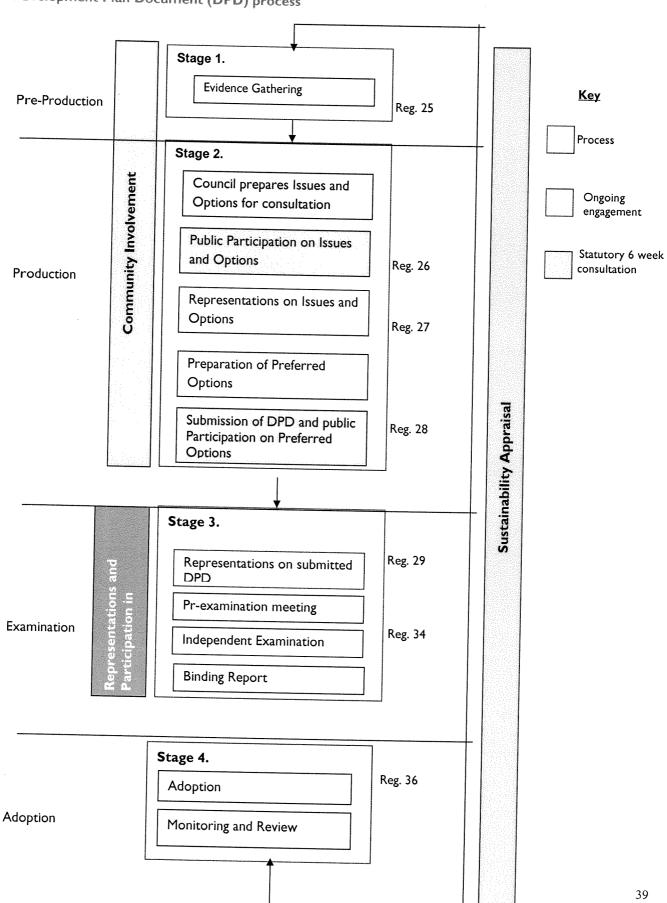
- Producing documents are clear, concise and available in plain English
- Ensuring documents are available in different languages, Braille, audio-format and large print;
- Ensuring meetings are held at times and places convenient to all;
- Working with agencies such as Youth Service, local schools and CONEL as a means of involving children and young people,
- For older people, working with the council's older people groups in the borough; and

September 2006

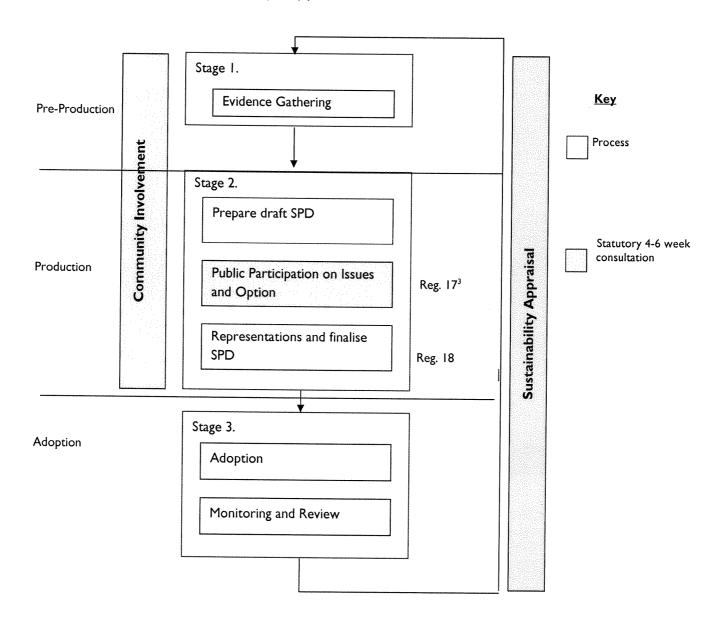
A full list of bodies the council should consider consulting is in 'Planning Policy Statement 12: Local Development Frameworks' available at wwwodpm.gov.uk/planning.

Making a Portable Hearing Loop available at particular involvement events.

Development Plan Document (DPD) process



Supplementary Planning Document (SPD) process²



² Where appropriate specific consultation techniques may also be used in the production of each individual DPD, and SPD.

³ Reference to 'Regulations' in this document refers to the Town and Country Planning (Local Development) (England) Regulations 2004.

September 2006

APPENDIX 8

Planning application notification, publicity and consultation

These are the following minimum standards that the Council will use for the following types of applications. Where necessary the Council will exceed these minimum requirements.

	Pre- Application Stage	Major Applications and those Departing from the Development Plan	Controversial or Sensitive Applications	Other Applications including Conservation Area and Listed Buildings Consent	Appeals
Advertise on Website receipt of application	No	Yes	Yes	Yes	Yes
Post site notice	No	Yes	Yes	Yes	No
Consultation letter sent to neighbours	No	Yes	Yes	Always, except applications for Certificate of Lawfulness	Letter sent to persons who commented on original application
Advert in local newspaper	No – but this be organised by applicants of major or sensitive schemes.	Yes	No.	Yes	No
Public exhibitions of proposals	To be organised by applicants of major or sensitive schemes. The Council may also be involved.	To be organised by applicants of major or sensitive schemes. The Council may also be involved	To be organised by applicants of major or sensitive schemes. The Council may also be involved	Where appropriate, to be organised by applicant. The Council may also be involved	No
Press release	To be organised by applicants of major or sensitive schemes.	To be organised by applicants of major or sensitive schemes.	To be organised by applicants of major or sensitive schemes.	Where appropriate, to be organised by applicant.	No
General advice in response to queries from the public	Yes	Yes	Yes	Yes	Yes

September 2006

	Pre- Application Stage	Major Applications and those Departing from the Development Plan	Controversial or Sensitive Applications	Other Applications including Conservation Area and Listed Buildings Consent	Appeals
Local planning	To be organised	Development	Development	Development	No,
meetings with applicants	by applicants of major or	Control Forum as	Control Forum	Control Forum as	although
presenting	sensitive	per the set criteria	as per the set	per the set	some appeals are
proposals and	schemes.	C. 1001 14	Ci icci iu	Ci icci ia	dealt with
answering					by Public
questions from	Also				Inquiry
the public.	Development				
	Control Forum				
	as per the set				
	criteria				

Consultation policy - neighbour notification

General Household Developments

General Household Develop	
Rear extension	Both adjacent properties and 3 properties to rear
Rear roof extension	Both adjacent properties and 3 properties to rear
Front roof extension	Both adjacent properties and 3 properties opposite
Material alterations to	Both adjacent properties and 3 properties opposite
front elevation	
Erection of domestic	Both adjacent properties and 3 properties opposite
garage to front	
Erection of boundary	Adjacent properties
fencing	
Crossovers	Adjacent properties
Erection of garden sheds,	Adjacent properties and all properties abutting the site
covered swimming pools	
and outbuildings	

Residential Development

Conversions	All conversions	Application property and adjacent properties and 3 properties at the front and back	
	Conversions involving alterations to front elevation	Adjacent properties and 3 properties opposite	
	Conversions involving rear alterations/ground floor extensions	Adjacent properties and 3 properties at the rear	
New Build	All new build residential development sites	Adjacent properties and 3 properties opposite and to rear of site	
	All major residential development (10+ units)	10 adjacent properties on either side of site, 20 opposite and 20 rear	

Major Commercial/Retail Development

Major Committee claim recta	1 2 0 1 0 1 0 1 1 1 1 1 1 1 1 1 1 1 1 1
All major	10 adjacent properties on either side of the site, 20 opposite and 20 to
commercial/retail	the rear of the site
development	

Change of Use

G	
All change of use	3 adjacent properties on either side of site, 6 opposite and 6 properties
applications	to the rear

Advertisements

Adver discriments	
All advertisements	Residential properties affected

Conservation Areas and Listed Buildings

Applications in	The appropriate CAAC, neighbours as per the description of
Conservation areas or	development. Also notify English Heritage
applications for Listed	
Building Consent	

September 2006

Mobile Phone Mast Applications

Mobile phone applications undergo a procedure which involves wide consultation encompassing surrounding streets, especially in built up areas. We also include the nearest schools in the consultation. In addition to this, consultation on all mobile phone base station applications will extend to a 100m radius and operators will be asked to provide information on beam intensity and evidence of the need for a new mast. An annual meeting will be held by the Planning Service with the Mast Operators, to discuss their roll-out programme.

September 2006

APPENDIX 10

Weekly planning list

Below is a list of interested parties receiving the weekly planning list of planning applications registered with the Council.

Haringey Council	Other
Housing Service Neighbourhood Management Building Control Environmental Health Economic Regeneration Relevant Councillors Education Planning Policy Recreation Services Waste Management Education	Relevant Amenity groups Relevant Residents Associations Relevant Conservation Area Advisory Committee (CAAC) Relevant Statutory Bodies

Statutory publicity - press adverts

e of development	Publicity required
Development where the application is accompanied by Environmental Statement	
Affecting public right of way	Advert in newspaper and site notice
Major Development	Advert in newspaper and site notice
Minor Development	Advert in newspaper and site notice
Development affecting the setting of a listed building	Advert in newspaper and site notice
Development affecting the character or appearance of a Conservation Area	Advert in newspaper and site notice
Permitted development requiring prior notification to local planning authority	Site notice by developer

An advert will also be placed in Haringey People inviting individuals and groups to register their interest and details on the planning consultation database.

September 2006

APPENDIX II

Consultation policy - internal departments

Planning Policy Team
All proposals for a major development – 10+ units/1,000sqm
Where granting permission would be contrary to a policy in the development plan
Proposals to develop on designated open space
Proposals for development for tall buildings (over 20m in height)
Provision of day nursery or other day care facility
Proposals affecting any local area regeneration initiative / action plan (i.e. NDC, neighbourhood, etc)

Design and Conservation	
All proposals for development (including demolition and advertisements) in a conservation area or in area of special character	ı an
All proposals for a major development – 10+ units/1,000sqm	
All applications for conservation area consent/listed building consent and on designated sites of industriage interest	trial
Proposals for development for tall buildings (over 20m in height)	

Note: The conservation team requires a full set of plans with every referral. This will include any photographs, details of height of surrounding buildings, which the applicant is required to provide in all circumstances. This is to provide a contextual background. Drawings must be accurate and should show details of access points and loss of trees (if applicable)

Transportation
Mini cab offices
New retail development
All change of use
Employment generating uses
Car repairs/workshops/garages/ car washes
Conversion of dwellings into flats
New access onto a highway/crossovers
All proposals that require a traffic impact assessment and the submission of a travel plan. Threshold of 2,500sqm
Major proposals – 10+ dwellings/1,000sqm (just notification)
New residential developments without provision of car parking

Note: Transport assessments and travel plans are requested on all applications over 2,500 sqm.

Environmental Health		
	A1 > A5	
Noise & pollution	Extensions to A3, A4 and A5	
Food & hygiene	Proposals involving HMO	
	Hostels	
	Car repair workshop/garages	
	Car washes	
	Launderettes	
	Petrol filling stations	
	Employment involving industrial processes	
	Provision of day nursery or other day care facility	
	Sites suspected to be contaminated	

September 2006

Environmental Health
Sites located close to an acknowledged noise source

	Legal
	All proposals for a major development - 10+ units/1,000sqm
Consultation consists of specific letter to legal department notifying them of 13 week deadline	Developments where it is proposed that a planning obligation under section 106 will be sought (consultation in such cases may not occur at the time of the submission but should take place before a decision is made requiring a section 106)
	Proposals for new residential developments without the provision of car parking

Recreation Services (Arboriculture department)

Development involving the loss of trees

	Education
Major residential schemes 10+ units	
Sites for travellers	
Proposals adjoining school premises	

Parks Se	ervice
Proposals to develop on designated open space	
Proposals to develop within a park	

Housing		
riodanig		
All major housing developments 10+ units		

Building Control All proposals for a major development – 10+ units/1,000sqm

Waste Management
All proposals for a major development – 10+ units/1,000sqm

Helpful contacts for advice and information

- Haringey Planning website <u>www.haringey.gov.uk</u>
- Greater London Authority (Mayor of London) website www.london.gov.uk
- Department for Communities and Local Government (DCLG) www.communities.gov.uk
- Planning Portal website www.planningportal.gov.uk
- Planning Aid for London, Unit 2, 11-12 Fashion Street, London E1 6PX. Tel 020 7247 4900, Email: info@planningaidforlondon.org.uk website www.pafl.org.uk

Bibliography

- Creating Local Development Frameworks ODPM 2004
- Community Involvement in Planning ODPM 2004
- Diversity and Equal Opportunity in Planning 2004
- Haringey's Local Development Scheme 2006
- Haringey's Children and Young People's Plan (2003 2009)
- Haringey Community Strategy 2003
- Haringey Consultation Strategy 2002
- Haringey Consultation Strategy Guiding Principles of Consultation
- Planning and Compulsory Purchase Act 2004
- Planning Policy Statement 12 "Local Development Frameworks" ODPM 2004
- The Town and Country Planning (Local Development) (England) Regulations 2004
- Haringey Council: The Development Control Forum An aid to reaching a decision on large or difficult planning applications
- Haringey Council: Presenting Your Views at a Planning Applications Sub-Committee Guidelines
- Haringey Council Planning Consultation Policy

Population Sources:

- Population Office for National Statistics (ONS)
- Worklessness ONS and Greater London Authority
- Qualifications Department for Education and Skills, Haringey Council Children's Service, ONS and Local Futures
- Same-sex couples ONS

To have your contact details put on the planning policy consultation list please email: <u>LDF@haringey.gov.uk</u> or call 020 8489 5552.

Translation Service

This document tells you how to get involved in planning matters and Haringey Council is committed to providing all members of the community with access to information and services provided by the Council. Please contact the Planning Policy Team if you would like this document in Large Print, in Braille or on Audiotape (English and other languages).

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Please tell us if you wou anguage that is not list pelow	uld like a copy of t ed above or in an	this Draft Staten y of the followin	nent of Comr g formats, and	nunity Involvement in ard d send to the Freepost a	other ddress
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□ Kurdish Ev dokuman ji we re îza zimanê xwe dixwazin, qı	.h dike ka hun çawı utiyê î□aret bikin,	a dikarin tevlî nav vê formê tijî biki	a pîlankirinê b n û vegerînin e	ibin. Heke ku hun qopyek edresa li jêr. Pûl hewce nal	e wê ya bi ce.
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M HARINGEY COUNCIL M

The Executive 2006

Agenda item: NO
On 21st November

Rep Roa	Report Title: Tottenham Hale Controlled Parking Zone Extension and Stoneleigh Road Pay and Display Scheme - Report of Statutory Consultation			
Forward Plan reference number (if applicable): To be provided.				
Report of: Andrew Travers, Director of Environmental Services				
Ward	Wards(s) affected: Tottenham Hale Report for: Key decision			
1.	Purpose			
1.1	To summarise feedback from the Statutory Consultation process carried out in February/March 2006.			
1.2	To seek approval to implement the extension of the Tottenham Hale Controlled Parking Zone (CPZ) and the Stoneleigh Road pay and display parking scheme, as shown in Appendix I of this report.			

To authorise Council Officers to proceed to the making of the necessary Traffic Management Orders (TMO) for the extension of Tottenham Hale CPZ and the

2. Introduction by Executive Member

This report is brought to the Executive to outline feedback from statutory 2.1 consultation and seek approval to carryout proposed proceedings in order to continue to create a cleaner and greener environment.

introduction of pay and display parking along Stoneleigh Road.

3. Recommendations

1.3

- 3.1 It is recommended that the Executive:
- Note the feedback of the Statutory Consultation process and in particular, the 3.2 objections received.

- 3.3 Agree the reasons for providing parking controls.
- 3.4 Authorise Council Officers to make the Traffic Management Order (TMO) and take all the steps necessary for the extension of the Tottenham Hale CPZ and the introduction of the Stoneleigh Road pay and display scheme.
- 3.5 Agree to inform residents of the affected area of the Council's decision by letter.

Report Authorised by: Andrew Travers, Director of Environmental Services

Contact Officer: Tony Kennedy, Group Manager, Traffic & Road Safety

Telephone: 0208 489 1765

4. Director of Finance Comments

- 4.1 The estimated set up costs in 2006/07 for the Tottenham Hale Extension and Stoneleigh Rd pay and display CPZ are £45k including £25k for a section of raised carriageway to provide a safety measure for pedestrians and users. The currently approved 2006/07 budget for the scheme is £20k. The Service is proposing to vire predicted under spends on two other CPZ schemes, Bounds Green (£10k) and Fortis Green (£15k) to balance the budget. The total set up costs for this scheme is £64k, some costs having been already incurred in 2005/06.
- 4.2 A financial appraisal of the proposed extension has been undertaken and indicates a payback period of 1.83 years as summarised below:

Set up and implementation costs	£ <u>64,000</u>
Annual running costs Annual income Net income	15,040 49,998 34,958
Payback of Set up Costs (Years)	<u>1.83</u>

5. Head of Legal Services Comments

5.1 The Head of Legal Services has been consulted and comments that the proposal is in accordance with the statutory legal provisions.

6. Local Government (Access to Information) Act 1985

- 6.1 The following background papers have been used in the preparation of this report:
 - Representations received during the Statutory Consultation period.
 - Executive Committee report 22 December 2005.
- 6.2 For access to background papers or any further information please contact Vincent Valerio on 0208 489 1325

7. Strategic Implications

7.1 The proposal is in accordance with the following objectives:

a) Parking Service Business Action Plan

The introduction of CPZ's, where required, will help create a cleaner, greener environment.

b) Mayor's Transport Strategy

The key priorities of policy 4G.1 are

- To tackle congestion by reducing the level and impact of traffic in town centres and residential areas;
- To make London's street safer and more secure, particularly for pedestrians and other vulnerable street users;
- To manage better use of street spaces for people, goods and services; ensuring that priority is allocated to meet the objectives of the strategy; and
- To improve the attractiveness and amenity of London's streets, particularly in town centres and residential areas.

c) Local Implementation Plan (LIP)

Section 7.0 of the Parking and Enforcement Plan (the 'PEP'), which forms part of the LIP reiterates the Council's intentions to improve parking conditions in the Borough. The overall aim of the PEP is to support a better and safer environment for the borough.

A summary of PEP Policies are as follows;

- The Council will assess the need for parking controls at junctions.
- The Council will allocate on street kerb space in accordance with the Council's defined hierarchy of parking need.
- The Council will monitor, manage and review on-street pay and display parking to help manage long-stay commuter parking and promote short stay and visitor parking.
- The Council is committed to full consultation on new or extended CPZs.

8. Financial Implications

8.1 Recommendations to extend the Tottenham Hale CPZ proposals will be funded from the parking plan programme contained in the capital budget for 2006/07.

9. Legal Implications

9.1 The proposal is in accordance with the statutory legal provisions.

10. Equalities Implications

- 10.1 The Statutory Consultation is seeking the views of all residents/businesses of an area.
- 10.2 Controlled parking is an effective form of deterring commuters from entering into an area. It also promotes the use of public transport, walking and cycling and benefits the people who do not have access to a car.

11. Statutory Consultation and feedback

- 11.1 Statutory Consultation is the legal part of the process and takes the form of a Public Notice, advertised in the local press and on site, setting out the Council's intention to implement parking controls in a specified area. The Notice allows for a consultation period of 21-days for any interested party to make representations regarding the Council's intentions.
- 11.2 A Notice of Intention was published in the London Gazette and the Tottenham Journal on the 9 February 2006. Additionally, notices were placed on lamp columns around the area to inform of the ongoing statutory consultation and provided contact details of the Traffic and Road Safety Group should anyone wish to support or object to the scheme.
- Additionally 850 CPZ and 150 Pay and Display statutory consultation documents were distributed to residents and businesses. The documents provided details of the proposed extension and requested that any representations should be made to the Council by 3rd March 2006.
- 11.4 As part of Statutory Consultation the views of the following bodies were sought: AA, London Transport, Police (local), Fire Brigade, London Ambulance Service, Freight Transport Association, Road Haulage Association, RAC, Metropolitan Police (traffic), Haringey Cycling Campaign and Haringey Accord.
- 11.5 Interested parties also had the opportunity to view the plans and discuss the proposals in person with Council Officers at the Traffic and Road Safety's office in River Park House.
- 11.6 No letters of objection have been received from the bodies listed in paragraph 11.4 of this report.

- 11.7 Response to issues raised during Statutory Consultation
- 11.8 During the 21-day statutory consultation period 4 representations were received. One was from the Tottenham Traders Association (TTA) objecting to the proposals. The remaining 3 representations were objections from residents. No representations were received regarding the Council's Stoneleigh Road proposed Pay and Display scheme. A summary of all the comments can be found in Appendix III of this report.
- 11.9 Council Officers met with representatives of the TTA on the 7th March 2006 to discuss their objection to the Council's proposal. The TTA raised several issues and their salient points are listed below.
 - Tottenham is classified as a deprived area and this will further discourage visitors to the area.
 - Can the car parks be used for businesses in the area.
 - The charges for parking in the existing Stoneleigh Road car park are too high.
 - Business permits for Stoneleigh Road Car Park should be reduced.
 - Operational hours of the existing CPZ and proposed extension are too long.
 - Employees of businesses should be permitted to park free in the CPZ or at least purchase permits at the same price as residents.

11.10 The Council's response to the TTA's comments is:

- The pay and display proposals will encourage the greater turnover of visitors and prohibit all day parking. Shared use resident/business bays are located along Circular Road and provide sufficient parking availability for business use. Tottenham High Road is however well served by public transport with Seven Sisters Tube Station, Bruce Grove Rail Station and bus routes all located within walking distance.
- The introduction of pay and display parking along Stoneleigh Road and the recent upgrade of Stoneleigh Road Car Park provide short term parking facilities for visitors to the area.
- The Council's Executive at its meeting of the 22 December 2005 approved the operating hours of the proposed extension and is in line with the existing operational hours of the Tottenham Hale CPZ.
- Businesses can apply for business permits provided they meet the criteria set by our Parking Services department. The number of permits available for each business is however limited to essential users only. The cost of business permits is consistent throughout the Borough and any changes to the existing pricing structure would require approval from the Council's Executive.

Page 246

- It is not the Council's policy to provide concessionary permits for general staff working in the area.
- 11.11 The two residents from outside the proposed extension objections centred around the non inclusion of a road on the periphery of the proposed extension and concerns of parking displacement into nearby roads. The Council's response to these objections is:
 - With all CPZs a level of displacement parking may occur on roads on the boundary of the zone. The Council has a rolling programme of reviewing CPZs within the borough and a scheme may be considered for a review if residents and or businesses express a wish for the Council to do so although this will be no sooner than six months.
- 11.12 One resident from within the proposed extension objected to the scheme and raised the following points:
 - There is no need for parking controls, the present situation is tolerable.
 - Costs involved with scheme will prove detrimental to residents.
 - Dowsett Road should become a one way road.
- 11.13 The Council's response to this objection is:
 - It became evident following the CPZ review in November/December 2004 that the present parking controls are insufficient with general support from the periphery roads for an extension to the existing zone.
 - There is an initial cost of a permit (£25) for the scheme. Visitor vouchers can also be purchased which range in cost depending on the duration of the visitor voucher. A concession is also applied to those who are disabled or over 60.
- 11.14 The Council did not receive any comments relating to the Council's Stoneleigh Road pay and display scheme. It is felt that the pay and display scheme will encourage the greater turnover of vehicles to shopping areas and will maximise existing kerb space not currently being utilised for parking.

12.0 Background

- 12.1 The Council's Executive approved the introduction of the Tottenham Hale CPZ at its meeting of 16 September 2003. The CPZ was implemented in April 2004.
- 12.2 The CPZ was reviewed in November/December 2004 where there was support from the periphery roads for an extension to the zone. The findings of the review were reported to the Council's Executive at its meeting of 25 January 2005, where approval was given by Members to informally consult the following roads where support for a CPZ had been indicated: -
 - Buller Road;

Page 247

- Burbridge Way;
- Carew Road:
- Dowsett Road:
- Kimberley Road;
- Ladysmith Road;
- Mafeking Road: and
- Reed Road.
- 12.3 The consultation was undertaken in October/November 2005, see Appendix I for layout plan.
- 12.4 In addition the Council's Executive approved proposals to informally consult residents/businesses regarding the introduction of pay and display parking along Stoneleigh Road. This would be introduced to compliment the upgrading of Stoneleigh Road Car Park and to provide safer pedestrian access between Tottenham High Road and the Circular Road area.
- 12.5 Based on the feedback from the informal consultation (10% response rate) the majority of respondents (65%) were in favour of the CPZ extension and pay and display parking proposals. The findings of the informal consultation were reported to the Council's Executive at its meeting of 22 December 2005, where approval was given to proceed to Statutory Consultation.

13.0 Conclusion

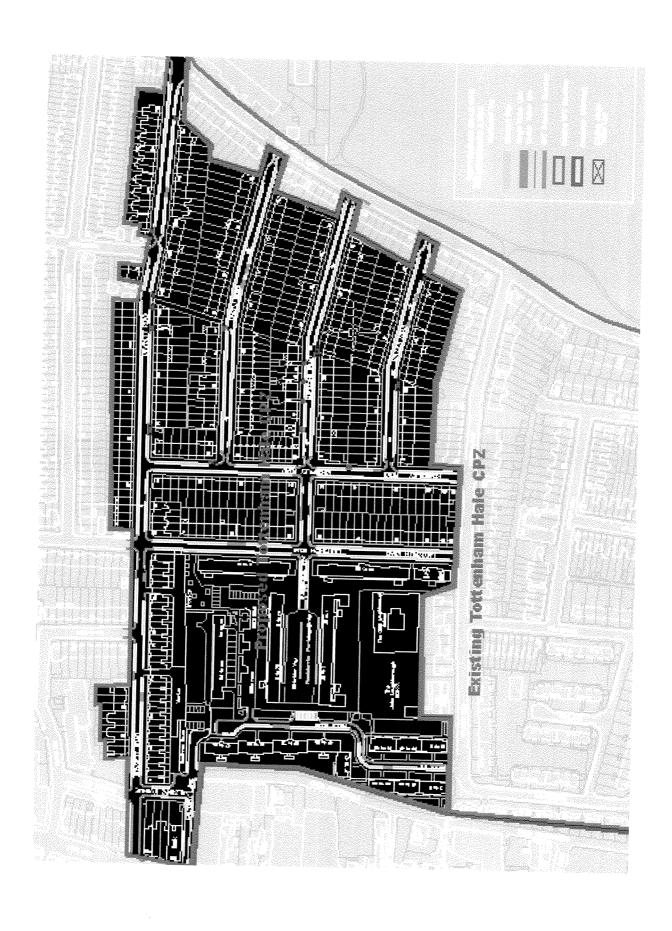
- 13.1 The proposed extension of the Tottenham Hale CPZ is generally supported by the residents within the proposed area with the Council receiving a majority in support (65%) for the proposals during the informal stage of Consultation. Concerns were raised during statutory consultation, predominantly by the TTA regarding how the scheme would operate. However, the concerns raised are mainly based around the operational times which were supported when the original scheme was implemented, and the tariffs which are set by the Executive.
- 13.2 Measures designed to discourage the use of the private car for non-essential journeys will reduce congestion and this will have a positive effect on residents and businesses within the area.
- 13.3 The proposal is in accordance with the statutory legal provisions.
- 13.4 Given the feedback of Statutory Consultation, as shown in section 11 of this report and taking into account the objections received, officers recommend the extension of the Tottenham Hale CPZ and the implementation of pay and display parking along Stoneleigh Road.

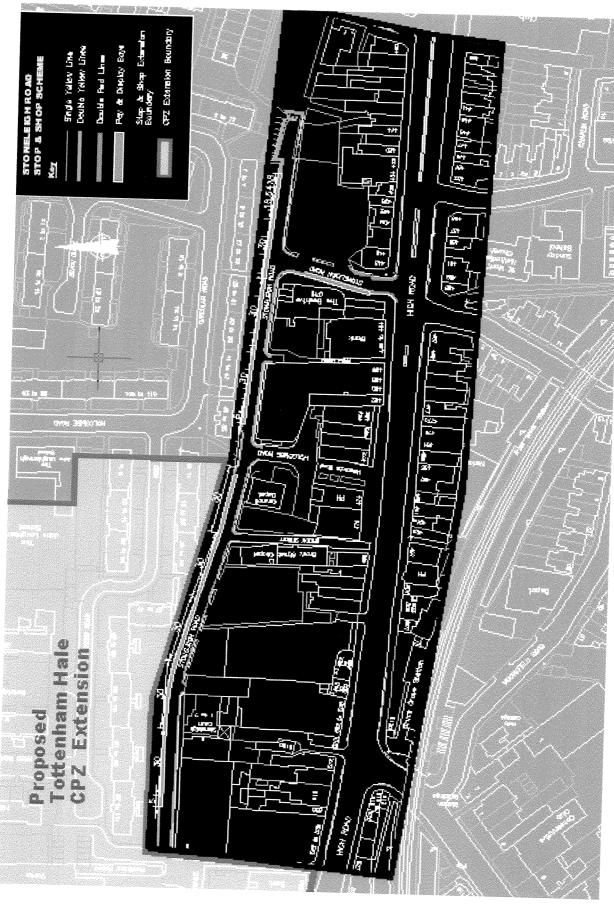
14.0 Use of Appendices.

- Appendix I- Map of Consultation area
- Appendix II- Statutory Consultation Document
- Appendix III- Summary of responses

Appendix 1

Map of Consultation area





Appendix II

Statutory Consultation letter

Environmental Services River Park House 1st floor (South) 225 High Road Wood Green London N22 4HQ Minicom:020-8489-1707

Haringey Council

Direct Line: 0208 489 1325 Fax: 0208 489 251

This matter is being dealt with by Vincent Valerio

Date: 9 February 2006

Dear Resident or Trader,

STATUTORY CONSULTATION

Re: Proposed Extension of the Tottenham Hale Controlled Parking Zone

Following feedback received from consultation carried out in October /November 2005 the Council's Executive, at its meeting of 20 December 2005, approved the extension of the Tottenham Hale Controlled Parking Zone (CPZ) and the introduction of a pay and display scheme for Stoneleigh Road,

This letter is to advise you that the Council will now enter into Statutory Consultation prior to introducing the scheme on site.

Statutory Consultation is the legal part of the process and takes the form of a Public Notice, which is published in the local press and on site setting out the Council's intention to implement parking controls in a specified area. The Notice has a 21-day Statutory Consultation period that will commence 9 February 2005. This allows all interested parties a further opportunity to support or object the proposals.

The current proposals are for the introduction of residents only parking bays operational between 8:30am and 6:30pm Mondays to Fridays in all roads as follows:

Buller Road, Burbridge Way, Carew Road, Dowsett Road, Kimberley Road, Ladysmith Road, Mafeking Road and Reed Road.

Page 253

And the introduction of pay and display parking bays along Stoneleigh Road. Should you wish to make comment regarding the proposed scheme please write to:

The Traffic and Road Safety Group River Park House 1st floor (south), 225 High Road N22 8HQ

Please forward any comments you may have to us by the 3 March 2006. If you have any questions, please contact the project officer Vincent Valerio on 0208 489 1325 or via email at Vincent.Valerio@haringey.gov.uk. I thank you in advance for any comments you may have.

Yours faithfully

Councillor Peter Hillman
Executive Member for Environment

Appendix III

Summary of comments received during Statutory Consultation

Summary of resident's comments from within the zone.

- There is no need for parking controls, the present situation is tolerable.
- Costs involved with scheme will prove detrimental
- Dowsett Road should become a one way road

Summary of resident's comments from outside the zone.

- Parking will be displaced into nearby roads
- Object to the non-inclusion of Albion Road and Reform Road

Comments from the TTA

. .

1/ CAR PARK C – CAN THIS BE USED TO BENEFIT BUSINESSES ie Special permit rate to encourage Business usage

Traders advised HBC to look at the possibility of using this car park for businesses only. Reduce the yearly permit fee to low cost (currently £120 per year). This would encourage traders to use the car park. This area would need better signage, lighting and increased security measures. Warden Patrol and CCTV would be needed.

2/ CAR PARK A&B – HOW MUCH WILL THIS COST CUSTOMERS IS 35P PER HOUR REASONABLE

Traders stated that customers needed to be attracted into the shopping area. High cost parking fees is a deterrent. Businesses suggested. 1/ One hour parking 35p, or 2/ First half hour free, second half hour 20p. 3/ Card entry/exit system was also raised. Good external signage required to guide users into the car parks. CCTV exists and warden control to monitor security.

3/ ARRANGEMENTS FOR BUSINESS / STAFF PARKING IN CPZ

ie between 10 to 4 free parking min stay 2hrs

ie Bus I/D in vehicle window

ie Free parking in CPZ, no park between 1-2

ie Business parking in CPZ. Free or Fee?

Agenda Options were discussed. Businesses proposed this option.

Traders requested that Haringey Council should consider allowing Business parking in the existing, and proposed residential CPZ. Businesses would carry a windscreen permit I/D, registered by Haringey. **Commuters** would be deterred, by bringing in warden control during the period 1 – 2pm. (or other time) This option is practised by other councils and appears to work well.

Traders stated that should a yearly permit be required, parity with the residents should be observed (current resident fee £25). Business parking in the CPZ would also release more spaces in car park A&B.

Customers in CPZ: depending on the success of a revamped car park C, visitors to the area could also use the residential CPZ during the day, operating as above. Perhaps a P&D metering would be introduced.

The bottom line was that visitors must be encouraged to come back to the Tottenham High Street.

4/ POTENTIAL LOSS OF FOOTFALL ON TOTTENHAM HIGH ROAD

High Street businesses expressed their fears that the existing CPZ had had an affect of discouraging footfall in to the area. The extension would further erode the present situation. Traders stated that guidlines must be installed within CPZ processes, to protect the ability for businesses to trade alongside CPZ's.

5/ FINANCIAL INSTITUTIONS -

Banks stated that many of their customers, take the time out to divert their journeys to use the financial services on Tottenham High Rd. Whilst on the High street, customers will visit other shops in the area. It was also noted that when the Greengrocer (next Abbey Plc) was closed on Thurs afternoon, footfall decreased alarmingly. All businesses were interdependent in bringing people into the area.

6/ WHAT TIMES / DAYS CPZ TO OPERATE

Haringey Council said that current parking practice operated between 8am to 6.30pm, Mon to Sat. Traders said that the High Street shopping area would benefit from allowing Saturday to be a free parking day. Could Haringey Council try this proposal out as an initiative. Businesses felt that innovative ideas were needed to raise the profile of Tottenham.

7/ TRADERS PARTNERSHIP

Businesses expressed their thanks to Haringey Council regarding the inception of this meeting. The Traders wished to continue being involved in decision making which affects the ability of businesses to trade in the Tottenham High Road area.

Tottenham Traders Association 10/3/06

HARINGEY COUNCIL

Executive Board

Agenda item: NO.

On 21st November 2006

Report Title: Final Hate Crime and Harassment Strategy		
Forward Plan reference number (if applicable): Full Council 21/11/06		
Report authorised: David Hennings, Assistant Chief Executive (Strategy) Signed:		
Wards(s) affected: All	Report for: Non-Key Decision	

1. Purpose

1.1 To present the finalised Hate Crime and Harassment Strategy with an agreed action plan, covering up to March 2008. This version includes comments from key partners and minor issues raised at the Safer Communities Executive Board in September. The strategy was also considered by the Overview & Scrutiny Committee on 26th October 2006 and the Executive Advisory Board on 7th November.

2. Introduction by Executive Member for Crime & Community Safety

- 2.1 There is already a considerable amount of work being undertaken in the borough to increase confidence among all communities. This includes the recent roll-out of Safer Neighbourhood Teams in each ward; the continued successful work of the Anti-social Behaviour Action Team; the ongoing work of the Equalities and Diversity team and the efforts of many front-line staff across the partnership.
- 2.2 This strategy recognises that there is more work for us to do in co-ordinating and improving our delivery and responses to hate crime. It, therefore, focuses on partnership collaboration, training, awareness, intelligence gathering and prevention as well as giving a commitment to investigating alternative methods of reporting.
- 2.3 The strategy has been developed with considerable input from the community, key partners and members of staff across the Council.

3. Recommendations

3.1 That Members endorse and support the proposed approach, priorities and actions and agree to support the implementation of the strategy.

Contact Officer: Jean Croot, Head of Safer Communities

4. Director of Finance Comments

4.1 As stated, the majority of costs will be contained within existing resources, however to fully implement the recommendations contained within the strategy some additional costs will be incurred covering items such as publicity, staff training, boosting and improving reporting systems. At this stage actual costs haven't been quantified although they are not likely to be high and it is currently expected that they will be met from partnership finances and grant funding. However, no commitment to spend should be made until a clear funding source has been identified.

5. Head of Legal Services Comments

- 5.1 The Strategy is drafted to ensure compatibility with the Human Rights Act 1998, Crime and Disorder Act 1998, the Crime and Security Act 2001, Criminal Justice Act 2003, to name a few relevant and key pieces of legislation. The Strategy also aligns itself with guidance received from The Association of Chief Police Officers, entitled "Hate Crime: Delivering a Quality Service Good Practice and Tactical Guidance" (March 2005).
- 5.2 The Strategy is in line with the Government Respect Action Plan (January 2006) and its six strands namely; supporting families, a new approach to the most challenging families, improving behaviour and attendance in schools, activities for children and young people, strengthening communities and effective enforcement and community justice.
- 5.3 Whilst the list of legislation above is not exhaustive, consideration should also be given to the Racial and Religious Hatred Act 2006 which received Royal Assent on the 16th of February 2006 but which is not yet in force. The short title of the Act states that it is "An Act to make provision about offences involving stirring up hatred against persons on racial or religious grounds". The Act purports to provide a definition for religious hatred as "hatred against a group of persons defined by reference to religious belief or lack of religious belief".
- 5.4 It is agreed, as stated within the Report, that relationships and publicity throughout the immediate and wider community need to be handled sensitively; that appropriate heed is taken to ensure the Human Rights Act 1998 and other relevant key legislation quoted within the Strategy are adhered to and that appropriate training is offered to officers involved in the implementation to ensure a careful and considered approach. The London Borough of Haringey Anti Social Behaviour Policy and relevant procedures should also be adhered to.

6. Local Government (Access to Information) Act 1985

6.1 Key guidance and important legislation which has been used to develop the Haringey definition of hate crime and harassment and this Strategy includes the Crime and Disorder Act 1998, the Crime and Security Act 2001 and the Criminal Justice Act 2003, and further guidance comes from The Association of Chief Police Officers.

7. Strategic Implications

- 7.1 This Strategy acknowledges the good work already taking place in Haringey and aims to build on this and address identified gaps. The recommended actions have been agreed with full partnership collaboration and approval and are designed to be achievable. However, the community event has raised expectations around delivery. Relationships and publicity will need to be handled sensitively.
- 7 Financial Implication (refer to point 4)
- 8 Legal Implications (refer to point 5)
- 9 Equalities Implications
- 9.1 This Strategy will assist people from all of Haringey's diverse communities to report hate crimes and harassment and gain the support required.

10 Consultation

10.1 The Strategy draws upon consultation events with key partner services and the community and voluntary sector, including a large consultation event held in late 2005 at Alexandra Palace, which over 100 people attended. This was followed up with close individual consultation with key partners.

11 Background

- 11.1 In 2005 Middlesex University was commissioned to undertake research on the nature and extent of hate crime and harassment in Haringey. This highlighted some of the weaknesses in the Safer Communities Partnership's response to the issue including the need for better co-ordination across agencies; the need for a shared definition of hate crime and harassment and the need to improve the confidence of communities that reports of these incidents are taken seriously and dealt with appropriately. This strategy addresses these findings.
- 11.2 The Strategy acknowledges key national and local agendas including:
 - The Government Respect Action Plan for combating anti-social behaviour which stresses the importance of cohesive communities and asks local authorities to monitor the extent to which people feel they are treated with respect.
 - The Community Cohesion Agenda which encourages breaking down barriers between different ethnic and religious groups

11.3 Priorities for Action: The strategic priorities outlined in this document are defined under five headings. However, they do overlap and in some cases are dependent on each other. The strategy document provides more detail including SMART targets and clear responsibilities:

1) Improving Community Cohesion:

Encouraging the voluntary and community sector (VCS) to work with different communities and promote joint working within the VCS and with the Council, Police and other partners. This includes new funding guidance from the Voluntary Sector Grants Department and co-ordinating the work of this Strategy with developments for a Community Cohesion Strategy.

2) Long Term Prevention Work:

Increase social intolerance to hate crime and harassment amongst young people and the wider community. This includes building on work in schools to raise awareness that hate crime and harassment is not tolerated and to promote social disapproval of the issue. This work also includes action to challenge intolerance of difference.

3) Improving Intelligence:

Improving the collection and analysis of hate crime and harassment data between the Police, Council's Community Safety Team, VCS, Anti-Social Behaviour Action Team and other relevant partners. It also concerns improving front line agencies' connection with communities to increase community intelligence.

4) Encouraging Reporting of Hate Crime and Harassment:

This is about increasing awareness about hate crime reporting methods, publicising the benefits of reporting and improving the Borough's capacity to capture reports and respond suitably through training.

5) Responding to Hate Crime and Harassment:

Improving the co-ordination of relevant partners' work in dealing with perpetrators and supporting victims. This includes joint mechanisms for sharing information and making referrals as well as improving front line staff's capacity and understanding of where to refer victims and how to deal sensitively with reports through training.

12 Conclusion

12.1 The recommended actions have been agreed with full partnership collaboration and approval and are designed to be achievable. This Strategy should greatly improve the reporting of hate crimes and harassment and in turn should reduce the number of such incidents.

13 Use of Appendices / Tables / Photographs

13.1 Please see attached the Hate Crime and Harassment Strategy.

Haringey Hate Crime and Harassment Strategy 2006-2008 – DRAFT

HATE CRIME AND HARASSMENT STRATEGY 2006 - 2008







CONTENTS

1. Background	3
2. What is Hate Crime and Harassment	5
3. Scope	6
4. Strategic Priorities	6
 4.1 Improving Community Cohesion 4.2 Long Term Prevention Work 4.3 Improving Intelligence and Data 4.4 Encouraging Reporting and Recording 4.5 Responding to Hate Crime and Harassment 	7 8 9 11 13
5. Implementation	14
6. Resources	14
7. Action Plan	16

Safer Haringey Partnership

Statutory Authorities:

- Haringey Council
- Metropolitan Police Service
- Metropolitan Police Authority
- London Fire Brigade Service
- Haringey Teaching Primary Care TrustNational Probation Service
- British Transport Police

Co-operating bodies:

- Victim Support Haringey
- Youth Offending Service
- Haringey Peace Alliance
- Haringey Magistrates Court

The Partnership also works with other agencies and community groups that are involved in working with victims and those affected by crime. Senior managers from all the different agencies manage the work of the Partnership. Together they form the Safer Communities Executive Board (SCEB) which is chaired by the Chief Executive of the Council.

"...Strong, cohesive communities are important for children, young people and adults. They are the essential foundation within which individual potential is realised, quality of life maximised and our social and economic wellbeing secured."

Respect Action Plan

1. Background

Hate crime and harassment is of considerable concern to all members of our society. Not only does it impact on individual victims and their families, often heightening victims' distress by undermining their sense of identity and community; ¹ hate crime and harassment also undermines communities by raising fears amongst people with similar identities. Hate crime and harassment can also exacerbate or lead to increased racial and other inter-community tension². If this happens, the wider community suffers with potential increases in civil disturbance, mistrust and fragmentation of communities. Haringey has a historically diverse borough and is felt by many to be comfortable with this diversity. Although this strategy recognises the seriousness of hate crime and harassment, whenever it occurs, the departure point is a desire to celebrate our diversity and promote tolerance and respect.

This strategy is not a new piece of work. It builds on the work already done in terms of community cohesion, equalities and diversity, ensuring well being and improving the quality of life for Haringey residents. Services already exist in Haringey that tackle hate crime and harassment. The Anti-Social Behaviour Action Team (ASBAT) manages all cases of hate harassment, either referred from other agencies such as Homes for Haringey (Haringey's ALMO³) or self referred by victims themselves. ASBAT is able to work with the victim to gather evidence and has the potential to protect victims with civil injunctions and other channels. Victim Support Haringey offers emotional support as well as practical advice. The Police Community Safety Unit is designed to respond specifically to incidents of hate crime or harassment and there is a victims' pack available to all victims offering advice and information about where to seek help. This strategy will support and build up good practice and encourage partners, including

¹ Matassa and Newburn, Public Policy Research Unit Goldsmith's College, 2001

² ibid, 2001

³ Arms Length Management Organisation

Teaching Primary Care Trust, Haringey Children and Young People's Service, Police, ASBAT, Homes for Haringey and the voluntary and community sector to work closely together to protect and reassure victims and take action against perpetrators. Furthermore, the strategy intends to address long term actions to improve the cohesion of our communities and build up respect and tolerance which prevents hate crime and harassment.

During the period 2003-2004, Hate Crime and Harassment reported to the Police in Haringey dropped by 46%. This was a significant drop and seemed unrelated to any initiatives⁴. In the period 2003-2004, homophobic and race hate incidents reported to the Police dropped by 19.6% in Haringey, whereas incidents in all but one of the neighbouring boroughs actually increased⁵. These decreases prompted Safer Haringey to commission the Centre for Criminology at Middlesex University to investigate the extent and nature of hate crime and harassment in the Borough and possible causes of underreporting. The research pointed out the need to better co-ordinate work in Haringey that impacts on hate crime and harassment and focus partners on common goals. This strategy responds to that need.

The Hate Crime and Harassment Strategy assists the Council and its partners to meet core obligations. An important example in Haringey is the development of the Respect Action Plan, the government's national plan to tackle anti-social behaviour. The Action Plan stresses the importance of building respect in communities. This strategy dovetails with that aim and will strengthen the Respect Agenda as it is implemented locally. New mandatory indicators introduced to monitor Local Area Agreements⁶ also address the anti-social behaviour agenda, particularly building respect. This includes monitoring percentages of people who feel that others in their area treat them with respect and consideration. The Hate Crime and Harassment Strategy will be an important way in which these priorities are met and as thus treats Respect and community cohesion as paramount in preventing intercommunity tensions, which can lead to an increase in hate crime and harassment.

How was the strategy developed?

⁴ A. Goodman et al, 'Hate Crime in Haringey' Middlesex University, 2005

⁵ ibid

⁶ Local Area Agreements, introduced since 2004, are new contracts between central and local government which determine how monies will be spent locally.

In February 2005 a community consultation event was jointly hosted at Alexandra Palace by Haringey Police, the Safer Haringey Partnership and Haringey Council. The purpose of the event was to generate ideas and build consensus about what needs to be done to tackle hate crime and harassment and to support victims. The event was attended by over 100 people from the community, including many voluntary and community sector representatives and statutory organisations. The feedback from discussion groups and workshops is now drawn upon to inform this strategy.

In addition, this strategy draws upon close consultation with voluntary, statutory and community partners, Police (Safer Neighbourhoods Teams, Community Engagement and Community Safety) Victim Support, Health, Social Services, Homes for Haringey, Anti Social Behaviour Action Team, Youth Offending Service, Haringey Council Voluntary Sector Team, Equalities and Diversity Haringey Council, Community Safety Team (Haringey Council), Community Police Consultative Group, Haringey Children and Young People's Service, Neighbourhood Management, Environment.

A good practice literature review of other boroughs' practices was also undertaken and a service gap analysis completed. Actions, targets and priorities were developed from the consultations.

The Hate Crime and Harassment Strategy is jointly owned by Haringey Council and the Haringey Police as well as our partners within the Safer Haringey Partnership including voluntary and community sectors and other statutory services such as Health and Haringey Children and Young People's Service.

2.0 What is Hate Crime and Harassment?

The Middlesex University research strongly recommended that the Safer Haringey Partnership develop a shared definition of hate crime and harassment. This has been developed in close consultation with key partners and takes into account important national guidance. Clear direction on the definition of hate crime and harassment comes from legislation such as the Crime and Disorder Act 1998, the Crime and Security Act 2001 and the Criminal Justice Act 2003. Together, the acts require that the motivation of racial hatred, hatred of religion or hostility towards sexual orientation or disability be considered when courts sentence an offender. Supporting this, the Macpherson Inquiry, which followed the racist murder of Stephen Lawrence in 1993, developed the definition of a racially motivated crime as, 'any incident which is perceived to be racist by the victim or any other person'. The Association of Chief Police Officers adopts the same formula for crime or behaviour motivated by religious, homophobic, disability, age or 'any

person targeted because of their status, group characteristics or affiliation'. In line with these key guiding documents and legislation, the Haringey definition of Hate Crime is as follows:

Haringey Definition

"Hate crime or harassment is any behaviour (verbal or physical) that is perceived by the victim or any other person to be motivated by hatred because of a particular characteristic of that person".

The hatred can be motivated against:

- Race
- Sexuality
- Disability
- Age
- Religion
- Travellers
- Gender⁷

This strategy covers both crime, alleged crime and Police reported incidents as well as harassment. Haringey Council defines harassment in line with the Protection from Harassment Act 1997, as a 'deliberate action designed to cause alarm or distress'. As with Hate Crime, if the action is perceived by the victims to be motivated by hatred or prejudice, it is considered to be hate harassment. There is no set definition of what constitutes harassment but examples can include:

⁷ Although this strategy does not address domestic violence, as violence between people who had been or are in an intimate relationship. This issue is treated in the Haringey Domestic Violence Strategy.

- Physical assaults
- Spitting
- Threats
- Verbal abuse
- Offensive graffiti
- Rubbish dumped on doorsteps
- Property damage
- Arson
- Wearing racist badges
- Malicious complaints
- Mimicking
- Name calling

3.0 Scope

The priority for this strategy is to tackle hate crime and harassment experienced by the residents and people who work in the London Borough of Haringey. This includes hate motivated crime and harassment against employees of the Teaching Primary Care Trust and Haringey Council by any member of the public. Discrimination and harassment perpetrated by employees of Haringey Council and the other partner agencies against their colleagues during the course of their work duties is outside the scope of this strategy. Internal disciplinary procedures will be evoked to respond to work based incidents of harassment or discrimination.

Domestic Violence is sometimes considered to be a hate crime. The approach taken by the Safer Communities Partnership is that domestic violence requires a separate strategy to address its specific issues. This has been done through the Safety Communities Partnership Domestic Violence Strategy 2004-2007.

Other forms of crime and harassment which are not motivated by hatred or prejudice are not covered by this strategy.

4.0 Strategic Priorities

This strategy will be addressing all types of hate crime and harassment, ranging from an isolated incident of verbal abuse through to serious violent assault or prolonged harassment. The strategy recognises that certain communities are more vulnerable to victimisation and may be less likely to seek help and seeks to target action for these people. The strategy also recognises that the key to achieving a sustainable reduction in hate crime and harassment is to act early when tensions arise to prevent escalation in the future.

Whilst the Safer Communities Partnership is committed to the specific actions and priorities detailed within this strategy, we recognise the pivotal role that the Community Cohesion agenda will play in its success. Community Cohesion is concerned with breaking down barriers between different ethnic and religious groups and working to ensure that each group has, and is seen to have, equal access to the services and opportunities in Haringey.

The strategic priorities outlined in this document are defined in five areas. However; they do overlap and, in some cases, are dependent on each other. For example, 'Improving Community Cohesion' emerges from a historical perspective, which has developed good practice on breaking down barriers between communities through housing, planning and employment policies. Community Cohesion is inextricably linked to another strategic priority in this strategy, 'Long Term Prevention Work'. This priority is about educating young people and communities to build tolerance and challenge prejudicial attitudes. A cohesive community will be more amenable to this aim and vice versa. Similarly, a cohesive community will be more likely to share information with authorities about hate crime and harassment and will understand that it is not acceptable within society. All of these outcomes amount to a community in which hate crime and harassment will be identified early, discouraged by the community and in the longer term, will be free from prejudicial attitudes.

For the purposes of setting out a coherent direction of travel, the strategy defines five strategic priority areas. These are:

- 1. Improving Community Cohesion
- 2. Long term prevention work
- 3. Improving Intelligence
- 4. Encouraging Reporting of Hate Crime and Harassment
- 5. Responding to Hate Crime and Harassment

4.1 Improving Community Cohesion

Community Cohesion was defined by Ted Cantle in response to racially aggravated riots in Oldham, Burnley and Bradford in 2001. The report of the investigation into the riots highlights the central concepts of community cohesion, which include: common values, tolerance, respect for differences, willingness to assist others, harmonious economic and social development. 8

⁸ Ted Cantle et al, 'Community Cohesion: the report of the independent review team,' Home Office, 2001

A community such as this will be less likely to experience hate crime and harassment as well as having lower crime rates in general. ⁹ In light of the increased terrorism threat of recent months, building a cohesive community will be an important plank in defusing potential increases in tension and suspicion and provide an antidote to extremism and hatred.

Haringey has made some positive steps towards more cohesive communities. The Council has been awarded beacon status for its community cohesion work for bringing diverse communities together on issues such as the Green Lanes Strategy Group, the Bruce Grove Strategic Group, Joining Up Northumberland Park Initiative and Northumberland Park and Tottenham Hale to set up a Community Development Forum.

The Respect Action Plan also stresses how community cohesion and anti-social behaviour are interlinked. The Action Plan points out that without a shared framework of respect and rules, 'people can be susceptible to the argument that differences in culture and lifestyle are undermining community cohesion'.

New actions

In partnership with Haringey Council Voluntary Sector Team, the wider Voluntary and Community Sector, Community Safety Team and other relevant partners, we will encourage work to bring down barriers between communities and encourage partnership between different ethnic and religious groups. This will be done, for example, by including community cohesion as a priority in the Voluntary Sector Team grant funding guidance.

The Haringey Partnership will co-operate and support any work to implement a forthcoming Community Cohesion policy. The network of key partners which will be set up to ensure the delivery of this strategy will routinely liaise with other relevant departments to keep abreast of community cohesion work and complement its development where possible.

⁹ Elaine Wedlock, Home Office Research Study 19/06

Supporting community cohesion will also involve the crucial work of agencies who deal with communities every day. These include the Police, Homes for Haringey front line housing staff, health workers such as health visitors, GPs and midwives, ASBAT and the community and voluntary sector. These 'front line' agencies will work together to develop a joint community outreach plan which will identify ways of exploiting their existing connections with communities and to potentially develop new ones.

4.2 Long Term Prevention Work

Good practice teaches us that tackling prejudicial attitudes has to begin at an early age. The Middlesex University research demonstrated that high numbers of young people have been victims of hate crime and harassment. National research also highlights the need for more awareness-raising amongst young people that hate crime and harassment is illegal and of the support on offer¹⁰. The Middlesex University research demonstrated a particular need to challenge homophobic attitudes amongst schoolchildren in the Borough.

There is currently some good work in Haringey schools to address these issues. The Safer Schools Partnership, Victim Support and staff within Haringey Children and Young People's Service have delivered some projects around preventing bullying, homophobic and racial bullying. Victim Support has also piloted a 'victim surgery' in one Haringey Secondary School. A large majority of Haringey Schools regularly submit monitoring data on 'discriminatory incidents' that occur in schools allowing partners to monitor their frequency and intensity. All schools have an anti-bullying policy and many adopt an anti-discriminatory policy. This strategy acknowledges the good work that has been done and seeks to encourage further action where necessary.

Good communications and awareness-raising in the wider community will also play an important role in preventing hate crime and harassment in the longer term. Haringey has already run a borough wide publicity campaign which emphasised that hate crime and harassment is taken seriously and which encouraged victims and witnesses to report incidents to appropriate agencies. This was a good start and this strategy seeks to build on its successes. Addressing the wider community's perception of hate crime and

¹⁰ Victims Support, 'Crime and Prejudice', 2006

harassment, raising awareness of its seriousness and where and how to seek help will strengthen community disapproval of the issue – a powerful preventative weapon in the longer term¹¹.

New Actions

The Community Safety Team, Police and other partners will work with Haringey Children and Young People's Service, the Local Safeguarding Children's Board, schools and the Safer Schools Partnership to ensure that hate crime and harassment is addressed in anti-bullying and anti-discriminatory policies within schools. Partners will seek to ensure that young victims are referred appropriately to support services and have an opportunity to report incidents by improving information about victim and other services. This will be done by raising awareness of victim services on offer and will build on the experience of the pilot Victim Support surgery.

In order to promote the message amongst the wider community that hate crime and harassment is not tolerated, the Community Safety Team will lead the development of a communications' plan to accompany this strategy. The plan will target messages on specific communities and will ensure that information is written in all community languages. A central aim of this plan is to reduce social acceptance of hate crime and harassment. The communications' plan will be closely supported by the Corporate Communications Team.

By undermining social acceptance of hate crime and harassment, more people will be willing to report incidents and more information will become available about the nature and frequency of the problem, thus providing essential data and intelligence, which is the theme of another Strategic Priority.

4.3 Improving Intelligence and data

Interventions, practice and partnership need to be supported by good information and intelligence.

¹¹ Social Control Theory recognises the important role that wider social influences such as commitments, values and norms encourage people not to act anti-socially or to break the law.

In line with national standards the Haringey Partnership provides six-monthly strategic assessments on crime which now includes statistics on hate crime and harassment. This combines information from the Police, ASBAT and Victim Support. Regular performance monitoring reports now also include a section on hate crime. The reports allow partners to obtain a better picture of the level and nature of hate crime and to begin pinpointing where there are problem areas and vulnerable groups. The Safer Haringey Partnership Information Sharing Protocol underpins the sharing of intelligence and data and sets out the circumstances and processes for partners.

In addition to ensuring that existing information is co-ordinated, this strategy recognises the importance of *proactively obtaining* intelligence from the community. Such intelligence can be picked up by many different front-line agencies including Police, ASBAT, Neighbourhood Managers, Homes for Haringey, front line health staff as well as community and voluntary sector agencies. Currently, front line agencies have good relationships with the communities that they serve and are in a good position to hear about community tensions and hate crime and harassment incidents as they occur. However, consultation with key partners within the Safer Haringey Partnership revealed a gap in how this information is exploited. The Middlesex University research also underlined the difficulties in obtaining an accurate picture of hate crime and harassment based on Police statistics alone. For example, hate incidents which are later found not to be crimes are only recorded on Police CAD systems and no further record is made, meaning that vital information about the level of hate motivated incidents may be lost.

There are many more agencies receiving reports of hate crime and their information could help to complete the picture of the nature and frequency of the problem in the Borough. It is important that data collected by any agency which receives reports of hate crime or harassment is collated, analysed and disseminated to improve our understanding and shape our response.

New Actions

We will ensure that intelligence and information is flowing well between all relevant local teams and partners and that this information is also available on a borough-wide basis.

This strategy encourages the work already started with the Safer Neighbourhood Teams, Neighbourhood Management Teams and other local partners to engage with local communities and to hear their concerns. This 'community intelligence' on hate crime and

harassment will be picked up through regular ward panel meetings. In addition, neighbourhood level 'signal crime surveys', which provide an analysis of key indicator crimes, deemed by local people, Police and other front line staff to be significant, will provide additional important information on hate crime and harassment. This local information will be co-ordinated by a central data and intelligence analyst, based at the Borough Intelligence Unit. The Community Safety Team Data Analyst will also ensure that local intelligence is gathered by pulling together different data sources, analysed and disseminated on a regular basis to partners with a role to play in tackling hate crime and harassment. Work is underway to strengthen the role of information from the Teaching Primary Care Trust (TPCT) and where possible resources will be found to establish the capacity to process and disseminate key information between health and other agencies within the Safer Haringey Partnership. General Practitioners in Haringey will be encouraged to share important information on hate motivated incidents through the Quality Outcomes Framework which sets out GPs responsibilities for providing data to the Teaching Primary Care Trust.

We will also encourage representatives of Lesbian Gay Bisexual and Transgender (LGBT), Black and Minority Ethnic, Faith, disability and elderly communities to engage with neighbourhood structures, to ensure that vulnerable groups' views are heard, for example through Key Individual Networks and by participating in ward panel meetings.

This strategy highlights the importance of 'outreach' work in the community. Front line agencies must be responsive and accessible to the communities that they serve. ASBAT, the Police, Homes for Haringey, Health care staff, Voluntary and Community Sector agencies as well as the Police will plan a multi-agency outreach approach, already mentioned, which will ensure that all opportunities for listening to the community are exploited. By building trust between communities and the agencies which serve them, it is hoped that more information about hate crime and harassment will come to light, and more victims will be encouraged to report hate crime and harassment, as explored below.

4.4 Encouraging Reporting of Hate Crime and Harassment

The Middlesex University research in Haringey indicated that hate crime and harassment is under-reported in the borough. It is well documented in national research that hate crime and harassment is subject to under-reporting. ¹²

¹² Matassa and Newburn, 2000.: Peter Herbert, MPA, 2004

The Middlesex University Research revealed that likely factors behind under-reporting included:

- A Lack of a common definition of hate crime, understood across all agencies
- Confusion amongst the community about where and how to report a hate crime
- Police stations are sometimes considered inappropriate places to report hate crime

Recent national research by Victim Support UK revealed that victims experience hate crime and harassment many times before they report it and that they are reluctant to report because they do not believe they will get an adequate response. Many victims did not know where or how to report the crime and harassment they faced.¹³

Since the introduction of the Crime and Disorder Act 1998, Haringey has routinely collected statistics on racial and homophobic crime. This information comes mainly from the Police but other partners such as Victim Support Haringey and ASBAT are now sharing their data on hate crime and harassment. Victims are able to report hate crime and harassment to the Police, which has a specialist Community Safety Unit and to ASBAT which is also specially trained to deal with hate crime and harassment. Other front line agencies such as Homes for Haringey are able to receive reports and refer victims to the correct agency. However, more needs to be done to improve the number of incidents that are reported either to the Police or to other agencies that can offer support, even if a Police response is not desired by the victim¹⁴.

The use of alternative reporting sites, where victims can report incidents to agencies other than the Police and either have their case passed to the Police or remain anonymous has been trialled in many parts of the country. Alternative reporting systems have taken on a number of different forms and the evidence of their success is not robust. However, where success has not been apparent, this may be due to implementation failure rather than failure of the idea. The Middlesex University research did reveal that many members of minority communities felt uncertain about reporting to the Police. This highlights the need to improve trust in the Police. However, all relevant agencies have the potential to encourage reporting and even to take reports themselves¹⁵.

A key objective of this strategy is to increase overall reporting of hate crime and harassment to the Police or ASBAT, either by direct reporting or through an alternative agency by 10% by 2008. The baseline will be the numbers of incidents reported to ASBAT

¹³ Victim Support UK, 'Crime and Prejudice,' 2006

¹⁴ Middlesex University, 2005

¹⁵ Victim Support UK, 'Crime and Prejudice,' 2006

or the Police currently. This will be achieved through a combination of targeted communications to raise awareness about how and where to report, and work to increase confidence amongst the community in the services that are on offer to victims.

New Actions

A Communications' Plan developed by the Community Safety Team, mentioned above, will raise awareness amongst the community of what constitutes a hate crime or harassment, how to report it and what will happen as a result. Care will be taken not to raise expectations within the community where they cannot be met. Communications will be done in the main community languages.

This strategy also recognises the need for the staff, who interact with the public, to raise their own awareness and expertise about where to refer victims and how to report hate crime. Staff need to be aware of this strategy and its priorities. A multi-agency training programme for health workers, Police, council and community and voluntary sector agencies will be initiated to fulfil this aim. The important role that health care workers such as GPs, nurses, health visitors, midwives have to play in ensuring that victims are signposted to services and data is recorded on incidents is recognised. As with housing officers, Police, Council front line staff, voluntary and community sector staff, health care staff will be encouraged to participate in multi-agency training to learn how and when to share information, where to refer a victim and how to respond to a report of hate crime or harassment.

In addition, the Council Community Safety Team will lead an exercise in partnership with the Police, CPCG and other voluntary sector organisations, to identify the most suitable mechanisms for the community to report hate crime and harassment, with a view to establishing a pilot for alternative reporting mechanism(s). The aim of this will be to ensure that relevant, participating front line staff are trained in how to take reports and make suitable referrals for victims to receive support. This exercise will include primary health care settings where possible, as these have a role to play in identifying victims and encouraging them to report. Within this theme, we will also support the pilot of a hate crime and harassment screening project in settings such as GP surgeries. The purpose of the screening pilot will be to find out more about the nature and frequency of hate crime and harassment and to learn about the victims' needs and experiences of the agencies they had reported to. This will inform improvements in service delivery and ensure that all relevant agencies are responding adequately and efficiently to hate crime and harassment.

4.5 Responding to Hate Crime and Harassment

The Respect Action Plan sets out the need for a speedy, visible and restorative justice system which is connected to the communities it serves. The Police and the ASBAT already work to achieve this goal and place a high priority on taking action against perpetrators of hate crime and harassment. Police will pursue an arrest on conviction where possible, and the courts are able to consider racial, religious, sexual orientation and disability hostility as aggravating factors when deciding on the sentence for any offence. ASBAT is able to pursue civil action against perpetrators of hate crime and harassment and currently has a policy of dealing with such cases through its dedicated case management team.

In addition, ASBAT is able to work with victims to improve their safety and to reassure them for example, through lock fitting schemes. The Community Safety Unit (Police) ensures that a member of the Police Community Engagement Team visits victims who have reported hate crime or harassment to them.

Victims are supported through a range of agencies, some of which do not come to the attention of partner organisations. Victim Support Haringey plays an important role in providing knowledge, emotional support and access to legal advice and counselling for victims. Other front line agencies such as ASBAT, which also receives reports from victims, are developing their referral processes with Victim Support. Victims reporting to the Police or ASBAT, as well as voluntary and community sector agencies, receive a victim support pack which includes information about where to obtain help. The LGBT community is able to access emotional support and practical advice through agencies such as Wisethoughts.

There is some emergency accommodation-based support available to victims which are particularly vulnerable. Supporting People has limited accommodation available for vulnerable people which may include victims of racial or homophobic crime. Supporting People also offers floating and residential support to other vulnerable groups who may be victims of hate crime and harassment such as people with disability or people with mental health problems. The Supporting People Strategy recognises the role it has to play in reducing crime by supporting vulnerable people.

There are a number of agencies working in Haringey that provide legal and other advice for victims of hate crime and harassment. These agencies will have an important part to play in delivering this strategy.

There is potential for agencies working on the ground to work closer together, particularly ASBAT and the Police Community Safety Unit and to co-ordinate more with Victim Support. This was a recommendation of the Middlesex University research as well as an outcome of consultation with key partners. Providing a joined up response in which all relevant agencies are informed of the issues and developments in cases of hate crime and harassment and where victims are treated sensitively by agencies they trust is an important goal.¹⁶

New Actions

The Police Community Safety Unit and the ASBAT will develop methods for working more closely together. The Heads of each section will meet to discuss the work of their teams and identify any possible cases that they could work on jointly. Similarly, the Police, ASBAT and Victim Support Haringey will tighten processes for making referrals between them.

Information flow on individual cases will be facilitated between ASBAT, Police and other key agencies with an interest such as Homes for Haringey, through a Data Co-ordinator located at the Police Borough Intelligence Unit. This will assist agencies to be more aware of developments to offer appropriate and timely responses.

A directory of organisations that can provide advice and support to victims of hate crime and harassment will be developed and distributed with steps taken to ensure that it is kept up to date. The organisations to be included will cover community and voluntary sector agencies as well as statutory services such as the Police and ASBAT.

The multi agency training programme already referred to will augment this work and ensure that front-line staff are well equipped to deal with hate crime and harassment to know where and how to refer and how to respond appropriately in the first instance.

¹⁶ Victim Support UK, 2006, also NACRO 2001, ACPO, 2005

5.0 Implementation

The Hate Crime and Harassment Strategy will be delivered through an action plan based on the priorities contained in this strategy. Different agencies will be responsible for delivering their parts within the agreed timetable and for contributing to all work areas, where necessary.

A Lead Policy Officer in the Community Safety Team will co-ordinate the work with a network of key partners to ensure that delivery is on track. The monitoring of progress will be done by the Anti-social Behaviour Partnership Board.

6.0 Resource implications

This strategy represents limited resource implications as most of the actions will be subsumed into existing work plans and staff resources. However, there are some potential development costs associated with training staff across agencies and with developing alternative reporting mechanisms. The latter may require only limited costs connected with 'priming' existing services.

The strategy and associated initiatives will be monitored and continuously evaluated for good practice and weaknesses. Its 'roll out' will be incremental and based on 'what works'. This approach should assist the work to become mainstreamed, mitigating the risk of failing to find necessary resources.

This is very much a partnership strategy, developed in close consultation. There is, therefore, a low risk of non-delivery due to lack of commitment from partners. Each service has a role to play in its delivery. There is a co-ordinating responsibility for the Community Safety Team and a monitoring role for the members of the Anti-social Behaviour Partnership Board.

SMART actions have been proposed in a first action plan, which will carry over into the next financial year. Actions will need to be closely monitored and where successful, cost implications considered in order to sustain the development of this strategy and the areas of good practice.

7.0. ACTION PLAN

OVERALL TARGET: INCREASE LEVEL OF RECORDED HATE CRIME AND HARASSMENT BY 10% BY 2008

(*Note: baseline derived from ASBAT and Police data)

Strategy Priorities	Objectives	Actions	Responsibility
Improving Community Cohesion	Encourage community and voluntary sector groups to work with different communities, to break down barriers and promote joint working, both within and between different community groups and with the council, police and other partners	Prioritise community cohesion in voluntary sector grant funding guidance from March 2007	Head Voluntary Sector Grants with HAVCO and Haringey Race Equality Joint Consultative Committee (HREJCC)
	Maximise the opportunities to promote community cohesion in partnership with the Equalities and Diversity Team	Hate Crime and Harassment Strategy Steering Group formed to oversee the implementation of the action plan reporting to the ASB Partnership Board by December 2006	Community Safety Team (CST) Policy Officer and Communications with Head of Equalities and Diversity, , Executive Member, Crime and Community Safety,
		Hate Crime and Harassment Strategy to inform and be integrated into overall community cohesion strategy by March 2008	Head of Equalities and Diversity, Executive Member, Crime and Community Safety, CST Policy Officer and Communications
		Develop a communication's plan by	

Strategy Priorities	Objectives	Actions	Responsibility	
		addressing front line staff handling of hate crime/harassment, (using community languages, appropriate media) spanning the 2 year Strategy by March 2007		
Long Term Prevention Work	Increase social intolerance to all forms of hate crime and harassment amongst young people	Partnership to agree a plan for raising awareness around hate crime and harassment amongst school children by March 2007	Safer Schools Partnership (SSP), CST, Children s and Young people services and Partners	
	Ensure that young victims are able to access support	Update and combine the anti-bullying and anti-discrimination policies (signed up to by all of the borough's schools) by January 2007	SSP, CST, Children s and Young people services and Partners	Page 2
	Raise awareness of hate crime and harassment as a crime amongst the wider community	Assessment of Victim Support / Haringey Children's Service pilot surgery in schools by December 2006	Victim Support, Haringey Childrens Service, CST	282 2
		All relevant Haringey Children's Service and Local Safeguarding Children Board (LSCB) front line staff to participate in multi-agency training on challenging intolerance (subject to costs and trainers to be sourced through CST) by March 2007		
Improving Intelligence	Improve the analysis of hate crime and harassment data to inform the work of	Produce and disseminate (to relevant partners including CPCG) 6-monthly data report, including Police, the ASBAT and	Crime and Data Analyst, CST	

Strategy Priorities	Objectives	Actions	Responsibility	
	the Partnership	Victim Support data. Next in February 2007 (covering the period July – December 2006)		
	Ensure that community intelligence is collated and shared with relevant partners on a regular basis	Ensure that community intelligence is regularly logged with BIU and routinely disseminated to relevant agencies by Jan 2007	SNT,CET, Housing and any other	
	Improve the collection of community intelligence on hate crime, harassment and community tension	Police SNTs during community consultation to collate information concerning whether signal crimes, e.g. graffiti, are a driver for hate crime – relevant questions are to be included by March 2007	SNT Inspec. And Borough Intelligence Unit (BIU) Analyst	Lage
Encouraging Reporting	Increase awareness about hate crime reporting methods through targeted publicity	Review and map processes for recording hate crime and harassment and set out areas for improvement and piloting in consultation with the CPCG and HAVCO by March 2007- e.g. use of standardised reporting and referral forms	CST and Community Police Consultative Group (CPCG) with steering group	
	Develop multi-agency outreach work to	Work with health agencies to pilot screening of hate crime and harassment	Director of Corporate & Partnership	

Strategy Priorities	Objectives	Actions	Responsibility
	encourage reporting	(through routine questioning) by March 2007, review in Jan 2008Develop a community outreach plan by March 2007, reviewed March 2008	Development Haringey Teaching Primary Care Trust (PCT)
		Identify opportunities for delivering a series of targeted 'community safety days' on hate crime and harassment to communities identified as at risk by March 2008 (where possible, to be linked to other work happening in neighbourhoods)	ASBAT, Victim Support, Police (SNT, CSU), Housing and Health, CST and Head Equalities and Diversity
		Scope and develop options for a multiagency front line training programme on hate crime and harassment by March 2007. Training to cover: basic awareness raising, information on making referrals and techniques for challenging prejudice in different environments. Programme completed and reviewed by March 2008	CST, ASBAT, Victim Support, Police (SNT, CSU), Housing and Health and any other relevant partner agencies
Responding to Hate Crime and Harassment	Improve co-ordination of enforcement activity to bring perpetrators to justice and support victims Ensure support services are informed and trained in how to respond to victims	Police CSU lead and head of ASBAT to develop joint mechanism for sharing information and cross referrals by Dec 2006	ASBAT and Police CSU
	of hate crime and harassment	Victim Support, ASBAT and CSU to agree a joint working protocol (by Dec 2006, reviewed by March 2007) to ensure	ASBAT, Victim Support and Police

Strategy Priorities	Objectives	Actions	Responsibility
	Improve information available to all agencies about services relevant to hate crime and harassment Close satisfaction gap in responses to race hate incidents	victims are referred to support Develop a directory of local organisations that tackle hate crime and harassment including enforcement action against perpetrators by February 2007, on line and self-maintaining by April 2007 Implement good practice of Police SNTs visiting victims of hate crime within agreed standard times for the pilot and to conduct follow up survey within 14 days of the visit to June 2007	CST Professional Standards and Citizen Focus MPS with Safer Neighbourhood Teams

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Agenda item: [NO.]

Executive Meeting

On 21st November

Report Title: Youth Crime Reduction Strategy 2006-2008			
Forward Plan reference number (if applicable):			
Report of: David Hennings, Assistant Chief Executive (Strategy)			
Wards(s) affected: All	Report for: Non-Key Decision		

1. Purpose

1.1 To approve the Haringey Youth Crime Reduction Strategy 2006-2008.

2. Introduction by Executive Member

2.1. Crime has fallen in Haringey and, as Executive Member for Crime and Community Safety, I am determined to continue to work with our partners to sustain this downward trend.

The recent Youth Offending Team (YOS) inspection praised the service for its commitment to reducing crime and safeguarding children and young people.

The Youth Crime Reduction Strategy 2006-08 focuses on the following main elements:

- The identification of youth crime characteristics in Haringey
- Reasons and risk factors associated with youth offending
- Details of existing services
- > Strategic aims, including agreed priorities and actions to achieve these.

One of the main manifesto pledges is to make our communities safer. This administration is committed to reducing crime and in particular youth crime and re-offending by young people. This strategy provides the framework for our continuing commitment for preventing and reducing offending amongst young people.

3. Recommendations

3.1 To approve the Haringey Youth Crime Reduction Strategy 2006-2008 and note Funding Implications post 2008.

Report Authorised by: David Hennings

Contact Officer: Linda James, YOS Strategic Manager, tel: 020 8489 1146.

4. Director of Finance Comments

4.1 Members should note uncertainty over funding beyond March 2008 and more generally how YOS's dependence on substantial amounts of short term funding makes it difficult to plan strategically for the longer term.

5. Head of Legal Services Comments

The Report and accompanying Strategy show consideration has been given to the relevant legislation namely the Crime and Disorder Act 1998, Children Act 1989, Children Act 2000 and relevant guidance and policies issued by government departments and related agencies. The Strategy is appropriate and complements the Haringey Youth Justice Plan and Young People's Plan and there is a clear indication that the Human Rights Act 1998 has been taken into account when considering the implementation of the Strategy in the lives of young people.

6. Local Government (Access to Information) Act 1985

- 6.1 None
- 6.2 None

7. Strategic Implications

- 7.1 The strategy defines 5 strategic aims:
- 1. To build on and improve partnership working.
- 2. To reduce re-offending and tackling persistent and high risk offenders.
- 3. To reduce child and youth victimisation.
- 4. Targeted crime prevention and reduction and early intervention.
- 5. To improve consultation and participation with young people.

Achievement of these aims will involve adopting a multi-disciplinary approach working in conjunction with other key partners and agencies

8. Financial Implications

8.1 Funding for the YOS Prevention Team, which is principally responsible for the success of the strategy, is assured until end March 2008.

9. Legal Implications

9.1 The Legal Implications have been appropriately dealt with in the body of the Report and the accompany Strategy document. Comments have been provided at paragraph 5 of this Report.

9.2 Equalities Implications

9.3 The Youth Crime Reduction Strategy addresses the work of the YOS Prevention Team and partner agencies. The recently published Haringey Inspection Report praised the work of the YOS in relation to diversity and the Prevention Team in particular as being "responsive to the changing ethnic make-up of the local community in the interventions and activities it provided".

Page 289

10. Consultation

10.1 The Youth Crime Reduction Strategy has been presented to the Youth Offending Service Partnership Board and Children and Young People's Strategic Board. All Councillors and the Executive have also been consulted.

11. Background

11.1 Haringey was one of eleven Boroughs asked by the Government Office for London (GOL) to produce a Youth Crime Reduction Strategy for 2002-2005. This strategy was instrumental in setting up services in the Prevention Team within the YOS. The Scrutiny Review – Reducing Re-offending by Young People recommended that a Corporate Youth Crime Prevention Strategy be developed. The strategy describes existing services and defines strategic aims for 2006-2008.

12. Conclusion

12.1 The Actions contained under the 5 strategic aims will be reviewed regularly by the Youth Crime Reduction Steering Group with oversight by the YOS Partnership Board.

13. Use of Appendices/Tables/Photographs

13.1 Appendices are contained within the body of the strategy.

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Youth Crime Reduction Strategy

Haringey Borough

<u>2006 - 2008</u>

Page 292

1. Contents

		Page number
1.	Contents	1
2.	Introduction	2
3.	Characteristics of Youth Crime in Haringey	3
4.	Reasons and risk factors associated with Youth Offending	4
5.	Existing Programmes	4
6.	Strategic Aims	9
7.	Appendix 1 – Abbreviation and glossary	12
8.	Appendix 2 – YISP - Statistical Monitoring Report	13
9.	Appendix 3 - On Track and Junior YIP Statistical Data	18
10.	Appendix 4 – Senior YIP Statistical Data	20

Haringey Youth Crime Reduction Strategy 2006-2008

2. Introduction

2.1 Context

Haringey was one of eleven Boroughs asked by the Government Office for London (GOL) to produce a Youth Crime Reduction Strategy for 2002-2005. The resulting strategy was based on GOL's guidance and was instrumental in setting up services in the Prevention Team within the Youth Offending Service (YOS). The Scrutiny Review – Reducing Reoffending by Young People (Feb 2006) recommended that a corporate Youth Crime Prevention Strategy be developed. This current strategy reviews the existing services and sets out what we hope to achieve over the next two years.

The purposes of this strategy are:

- to address the reduction of youth offending and youth victimisation within the community of Haringey and
- to divert children and young people away from becoming victims and perpetrators of crime.

In order to achieve this it is necessary to prioritise the needs of young people across agencies and services and to adopt a multi agency and complementary approach, encompassing the statutory, voluntary and independent sectors. To this end, a Youth Crime Prevention Conference was held in November 2005 and, as a result, a Youth Crime Prevention Steering Group has been established. Membership includes representatives from the voluntary and statutory sectors.

One of Haringey Community Strategy's corporate priorities is **Building Safer and Stronger Communities.** The Council with its partners on the Safer Communities Executive Board has set out a vision for a safer and stronger community for Haringey residents and businesses. This vision is:

"To measurably improve the quality of life for the people of Haringey by handling criminal and anti-social behaviour and reducing the harm caused by drugs and alcohol, making Haringey a Borough of which we can all be proud."

The Crime and Disorder Act 1998 requires the relevant authorities to formulate and implement a strategy for the reduction of crime and disorder. The act defines the principal aim of the youth justice system to prevent offending by children and young people "and it is the duty of all persons and bodies carrying out functions in relation to the youth justice system to have regard to that aim". The Children Act 1989 requires that local authorities take steps to encourage children not to commit offences.

- 2.2 In addition, under the terms of the Children Act 2000 and the "Every Child Matters" agenda, the Government's aim is for every child, whatever their background or their circumstances, to have the support they need to:
 - **Be healthy** children and young people should be physically, mentally, emotionally and sexually healthy, with healthy lifestyles.
 - Stay safe from mistreatment, neglect, violence and sexual exploitation; accidental injury or death; bullying and discrimination; crime and anti-social behavior; and have security and stability.

- > **Enjoy and achieve** ready for school and to attend and enjoy school with as many as possible achieving national standards at the age of 16 and beyond.
- Make a positive contribution engage in decision making and a wide range of opportunities; support their local community and overcome the negative effects of deprivation.
- > Achieve economic well-being engage in further and higher education, employment or training.

The Youth Crime Reduction Strategy has been designed to complement and feed into 'Changing Lives – the Haringey and Young People's Plan' and the 'Haringey Annual Youth Justice Plan'.

- 2.3 The Association of Chief Police Officers recommends a twin track approach to youth crime, aiming to:
 - Reduce the risk, through early identification of those at high-risk.
 - Control the problem though constructive early intervention and targeting to deal with persistent and serious young offenders.

It must also be acknowledged that young people are not only the perpetrators of crime, but are also victims of criminal activity.

2.4 Haringey has over 224,000 people living in 11.5 square miles. A quarter, that is 55,000, children and young people are under 20 years of age. Almost three quarters of Haringey's children and young people came from minority ethnic communities and speak 190 different languages between them.

Overall Haringey is the 10th (out of 354) most deprived district in England and ranks in the top 5 most deprived districts in London. Many children and young people are from asylum – seeking families – the third largest in London.

The level of employment in Haringey, 56.1%, is lower than the average for England and Wales of 60.6%. The level of unemployment is 5.8%, higher than the average of 3.4% for England and Wales.

3. Characteristics of Youth Crime in Haringey

Youth crime in Haringey is falling, but still one in five crimes in Haringey is committed by a young person. Haringey has the highest number of youth accused of crime in London – 71 offences per 1000 in the age 10-17 year population.

The recidivism rate for 2004 (latest figure) is 31.3% putting Haringey the 9th lowest out of 32 London YOS's.

The Metropolitan Police's youth crime profile analysis (1.9.2004 - 31.8.2005) highlights the following key findings in Haringey:

- 1. Youth crime contributes 18.14% of Haringey borough's crimes.
- 2. The crimes committed by youths contribute significantly to the Borough's priority crimes, such as robbery and residential burglary.
- 3. Over 25% of all youth crime is committed between the hours of 3 6pm.
- 4. Crime involving youth victims cover 6% of crime in Haringey (4,271 youth victims).

- 5. 31% of crime committed against youths occurs between 3 6pm.
- 6. Youth on youth crime accounts for just under 3% of all crime committed in Haringey.

The largest hotspots for youth crime are in the Wood Green area, encompassing Turnpike Lane, and Tottenham High Road at Seven Sisters and Bruce Grove junctions. These are areas of busy travel interchanges and town centres, containing shops which are busy between 3 - 6pm with school children, shoppers and commuters.

4. Reasons and Risk Factors associated with Youth Offending

4.1 A great deal of research has taken place to identify the significant risk factors which act as the primary drivers of youth crime and young people who are exposed to the greatest risks are between 5 and 10 times more likely to become violent and serious offenders than those who have not. The Home Office Publication, "No More Excuses" (1997) and the later Youth Justice Board (YJB) publication "Risk and Protective Factors associated with Youth Crime and Effective Interventions to Prevent it" (2001), identify the following risk factors:

Family Factors:

 Poor parental supervision and discipline, family conflict, history of criminal activity, parental attitudes which condone anti-social and criminal behaviour, low income, poor housing and a large sized family.

Educational factors:

• Low achievement in primary school, aggressive behaviour, including bullying, lack of commitment to school and school disorganisation, anti-social peers/truancy.

Community Factors:

 Living in a disadvantaged neighbourhood, poverty, community disorganisation and neglect, availability of drugs, high turnover and lack of neighbourhood attachment and homelessness.

Research from the United States has also identified:

• Availability of firearms, community norms favouring drug use, firearms and crime, and media portrayals of violence.

Individual factors:

 Hyperactivity and impulsiveness, low intelligence and cognitive impairment, alienation and lack of social commitment, attitudes that condone offending and drug misuse and early involvement in crime and drugs misuse, friendships with peers involved in crime and drugs misuse.

5. Existing Programmes

5.1 Haringey is committed to the desire for "young people to thrive in an environment that is both safe and felt to be safe. We want them to take responsibility for their own actions and to strive to fulfil their ambitions." The following underlying principles will assist in enabling this vision to be achieved:

- Outcome focused to achieve positive outcomes for young people.
- Working together with a range of partners to deliver initiatives and provision which are effective and fulfil best practice and best value criteria.
- Effective and timely information and data sharing.
- Empowerment of all stakeholders, including agencies, young people and their families and members of the community.

In order to be effective in reducing levels of youth crime, interventions should be targeted and incorporate the following principles:

- Early identification of risk factors and their analysis are crucial to prevention.
- Medium high risk young people and their families need to be targeted.
- Programmes must remain focused and of high intensity with agreed, planned objectives.
- Absence from school is strongly correlated with youth crime and needs to be recognised as a problem, particularly where the absence is condoned by the family.
- Employ a whole family approach, including use of protective and supportive factors.

5.2 The YOS Prevention team

The YOS contains the core of interagency work between the police, children and young people's services, health authorities, probation and the court. The YOS has a clear focus and remit to reduce offending by young people. It, therefore, has an active role to play in both the prevention and reduction of youth crime and making the community a safer place for its residents.

The prevention team is made up of three projects all working toward one aim of preventing offending in children and young people aged 4 -18yrs. These include; On Track, Youth Intervention and Support Panel (YISP) and Junior Youth Inclusion Project (YIP). The YOS also monitors the services provided by the Senior YIP. The funding for all these areas of work ceases in March 2008.

The core intervention work done by the Prevention Team includes:

Family Therapy

The Family Therapist post is the result of an ongoing contract with the CAMHS team. The Therapist works with complex cases referred to the Prevention team and such cases are discussed at CAMHS fora as necessary. A bereavement group, the first of its kind in Haringey, has been set up and run by the On Track Family Therapist with support from a CAMHS Family Therapist, an Outreach worker and a Play worker/Coach. The group offers support to families who have suffered bereavement, helping each family member to voice their feelings in an effort to understand each other's experience and work together to come to terms with their loss. Evaluation of the first group is being completed and further groups are planned in future.

Parent Support/Training

The Home/School Co-ordinator now works across 3 schools, Bruce Grove, Broadwater Farm and Risley Avenue. Activities continue to be provided for parents to assist in their understanding of the work their children undertake in school, forging closer links with teachers as well as encouraging them to become more involved in the work of the school. Groups for families from Somali and Turkish backgrounds are supported by interpreters and crèche workers.

Home visiting

Children with complex behaviour problems who are disruptive at school or home and at risk of exclusion are offered individual support following an ONSET assessment. Parents are also supported and encouraged to effect change where necessary. Work with children and parents may take the form of individual or group work and may take place in the school.

Pre-school education

The Psychology service continues to identify children with communication difficulties in children in transition from home to school and from primary to secondary schools offering advice to teachers on how best to assist the children and offering help to individual children where necessary.

Specialist interventions

On Track continues to provide assistance to schools for targeted children through the provision of breakfast clubs, football and basketball clubs during lunchtimes and after school as well as behaviour management through chess which is offered to 2 schools working with targeted children whose behaviour in class gives cause for concern. A number of children have benefited from involvement in the football sessions in school and on Saturday mornings and have gone on to become involved in London clubs, including Chelsea, Arsenal and Charlton

Residential weekend

On Track has used the Pendarren House Outdoor Centre for its residential activities with children in the past and in April 2006 had its first weekend including parents, with 11 children and their parents – 8 mothers and 4 fathers. This was a very positive experience with parents and children working together, realising the strengths in each other that they had not recognised before and having the space to share their feelings and emotions with each other.

The three Prevention Team projects are:

Haringey On Track

- On Track is a crime reduction programme aimed at children aged 4 -13yrs and their parents who are at risk of becoming involved in crime. These families are based primarily in the Bruce Grove Ward and also parts of Coleraine and Park wards.
- Its objectives are to ensure intensive multi-agency co-operation so that children displaying negative or disruptive behaviour are identified early in order that they and their families are provided with consistent services through the period of their child's development.

Youth Inclusion and Support Panel

- A multi-agency planning group that seeks to prevent offending and anti-social behaviour by offering voluntary support services and other complementary interventions for high risk children aged between 8-18yrs and their families. The children and young people are primarily known to the criminal justice system, behaving in an anti-social manner or judged to be at high risk of offending.
- The Panel is made up of various partnership agencies and aims to hold statutory bodies and other agencies accountable for delivering services; it provides a focus for co-ordinating and analysing the sharing of inter-agency information on risk factors and problem behaviour.

Junior Youth Inclusion Project

- The JYIP seeks to reduce offending, truancy and exclusion amongst the 8 -13 year olds who are most at risk of becoming involved in negative behaviour. It provides activities for the 50 most at risk children and young people in Bruce Grove, West Green, White Hart Lane and Noel Park wards.
- It aims to tackle the problems of social exclusion in neighbourhoods where crime rates have risen in recent years recognising the importance of education in doing so.
- An after-school club has been established for targeted children particularly those
 with behavioural difficulties at the Bell Unit; after-school activities are organised at
 Sky City, in conjunction with Metropolitan Housing Association and group work
 focusing on anger management operates in schools settings.
- Although difficult to measure changes in "soft outcomes" feedback given by schools is encouraging due to workers reinforcing positive behaviour in their work.

Other youth crime prevention work includes:

Senior Youth Inclusion Project

- Works with at risk young people aged 13-16 who live in one of the following wards: Haringey, Noel Park and Woodside. A number of agencies refer young people to the programme.
- The project provides after-school and evening activities. These include arts and drama, self-development group work, sports activities delivered in partnership with Positive Futures, music projects, residential and holiday activities.
- Young people are able to gain accreditation throughout the year through participating in these activities through the Duke of Edinburgh Awards, ASDAN, AQA and Millennium Volunteers. Young people are also able to gain football coaching certificate level 1 and basketball coaching certificate level 1 and 2.
- Young people who are in the Core 50 (those most at risk) are allocated a key worker who will help them access provision and tackle any problems they have.

Safer Schools

- Safer Schools Officers are based in ten secondary schools and the Pupil Support Centres and deal with crime and disorder within the schools.
- The Safer Schools Project funded by the Behavioural Improvement Programme works in four secondary schools with at risk young people.
- The Project liaises with schools officers, the YISP, YOS and Safer Neighbourhood Teams. Over 3000 young people have received interventions from the Safer Schools Project in the form of personal meetings, prison visits, dance studio sessions, restorative justice meetings and specific, targeted workshops such as "Be Safe".

Haringey Crime and Drugs Strategy

The above strategy identifies the following priorities (agreed in consultation with residents):

- Acquisitive crime
- Anti-social behaviour
- Alcohol and drug abuse
- Violent crime (domestic violence, knife/gun crime)

In addition, agencies have acknowledged that a number of themes cut across these priorities and have to be addressed – one theme is that of young people. The groups of young people considered 'at risk' and 'vulnerable' to developing substance misuse problems are children of misusing parents, persistent truants and excludees, looked-after children, young people in contact with the criminal justice system; 'other' groups - including: homeless young people, young people abused through prostitution, teenage parents, and those not in education employment or training (NEET).

Amongst the KPI's monitored by GOL, are:

- Number of young people in treatment and
- To ensure all young offenders screened for substance misuse receive appropriate assessment and intervention if appropriate within set timescales.

Diversionary activities and projects which target marginalised young people are important and, in Haringey, include Positive Futures – a national sports based social induction programme targeting young people aged 13-19 which aims to address participants' substance misuse, physical health and offending behaviour. The YOS employs two drugs workers who are principally funded by the Drug and Alcohol Action Team (DAAT). This sum of money is ringfenced for these workers.

Respect Agenda and Action Plan

• The Government's Respect Action Plan was published in January 2006 and is described as "deepening, widening and furthering" the Government's commitment to tackling antisocial behaviour. The plan includes initiatives for parents, schools, challenging families, communities and local authorities. As part of its commitment to prevent youth crime and antisocial behaviour, the Prevention Team and the YOS has obtained YJB funding for two additional workers to join the YISP in 2006. Current provision, as outlined in this strategy, addresses other Action Plan initiatives which are already operational within Haringey. The decision for Haringey to become a Respect Trail Blazer local authority will enhance the provision of current services.

6. Strategic Aims

Strategic Aim 1 - To build on and improve Partnership Working

Priorities	Actions
1. To improve multi agency working via improving agencies' understanding of partnership working and their information sharing practices and protocols and youth crime.	1. To develop practices and values to be adopted locally by partners, which must be transparent, understood, owned, shared and delivered.
2. To establish an effective, multi-agency Youth Crime Reduction Steering Group	2. To improve links with the Voluntary, Statutory and public sectors. In addition to continue to service the multi disciplinary teams i.e. YISP and forge alliances with the Children's Networks.
	3. To ensure that all providers and services are aware of their rights and responsibilities under the Data Protection and Crime and Disorder Act and the Children's Act/ Every Child Matters.
	4. To agree a planning, monitoring and evaluation system to be shared particularly between Youth Provisions.

Strategic Aim 2 - To reduce re-offending and tackling persistent and high risk offenders							
Priorities	Actions						
1. To reduce repeat offending levels within the borough of Haringey. To achieve this we intend to improve information sharing between key partners.	1. To review the Prevent and Deter strand of the Persistent and Priority Offenders strategy (PPO) with particular reference to identifying those under the intensive targeting section. This will ensure they						
2. To focus specific effort at reducing crime committed by prolific persistent/serious young offenders.	receive an enhanced and multi-agency intervention package.						
	2. To work with others to increase the number of education/training opportunities for offenders.						
	3. To access and utilise relevant funding opportunities to provide services for at risk young people.						
	4. To implement innovative diversionary support packages specifically designed to meet the needs of socially excluded highrisk individuals.						
	5. To ensure that all vulnerable groups receive Onset screening and are appropriately referred in accordance with the assessments.						

Strategic Aim 3- To reduce Child and Youth Victimisation

Priorities	Actions		
To reduce levels of youth victimisation by increasing the level of crimes reported and by implementing support packages for	To establish and work closely with the Victim Support Outreach worker.		
victims. 2. To improve the quality and quantity of data on youth victimisation.	2. To improve the partnership links between the Safer Schools Officers, Schools and Victim Support in order to support young victims and encourage the reporting of crime.		
	3. To maintain the Safer Schools Partnership to ensure that police officers remain accessible to young victims, thereby encouraging the reporting of crime.		
	4. To continue to support young people through the Safer Schools Project – Behaviour Improvement Programme (BIP) who are vulnerable both as victims and potential offenders.		
	5. To continue the YISP multi agency intervention programmes and support young victims and potential offenders through creative packages designed to meet individual need.		

Strategic Aim 4 - Targeted Crime Prevention and Reduction and Early Intervention

Ottategie Aim 4 - Targetea Chine i Teveri	tion and Reduction and Early Intervention		
Priorities	Actions		
1. To prevent 'at risk' young people from	To encourage referrals to the YISP multi		
becoming involved in offending	agency panel and On Track in order to		
behaviour, through targeted initiatives	ascertain a holistic assessment of needs and		
both within and outside school	review actions taken accordingly.		
2. To engage young people being conscious of the need to prevent stigmatisation/labelling in early intervention	2. To target and design resources specifically tailored to meet the needs of vulnerable groups e.g. looked after children, black and minority ethnic groups.		
3. To reduce bullying.	3. To address each individual 'risk factor' and monitor and evaluate as appropriate, through		
4. To promote the issue of mental health with regard to youth offending	the completion of the Onset Assessment tool.		
and victimisation.	4. Focus resources on improving parenting skills and contribute to the Family Support Strategy.		
	5. Reduce risk and rates of exclusion by linking with existing or providing behavioural management support programmes to support		

schools in dealing with challenging and difficult behaviour. 6. To ensure that young people at risk, in particular those at risk through drug and alcohol misuse, are referred onto appropriate projects provided by voluntary /statutory agencies. 7. To conduct regular targeted truancy patrols in partnership with the Education Welfare Service (EWS). 8. To work with schools and education welfare service to promote a culture of attendance at school. 9. To promote reporting processes regarding bullying within schools and investigate methods of dealing with bullying (e.g. Restorative approaches/Peer mentoring), working in liaison with other mentoring and restorative justice providers. 10. To raise the profile and reduce the stigma of bullying in conjunction with the Local Safeguarding Children's Board. 11. To promote factual information around mental health issues and young people.

Strategic Aim 5 - To improve consultation and participation with young people

Strategic Aini 5 - 10 improve consultation and participation with young people						
Priorities	Actions					
To offer opportunities to develop personal skills and competences with	To liaise closely with the Youth Council.					
regard to co-ordinated consultation and participation of young people.	2. To identify candidates and continue to provide training opportunities for the Leaders in Training Programme, in order to enable them to become involved in problem solving processes in relation to young people.					

12. Liaise and work in partnership with CAMHS

and other associated health services.

Appendix 1

Abbreviations and glossary:

AQA Assessment and Qualification Alliance

ASDAN Awards Scheme Development and Accreditation Network

BIP Behaviour Improvement Programme

CAMHS Child and Adolescent Mental Health Service

EWS Education Welfare Service

GOL Government Office for London

NEET Not in education, employment or training

ONSET YJB assessment tool for assessing children and young people.

P&D Prevent and Deter

PPO Prolific and Priority Offender

YIP Youth Inclusion Programme

YISP Youth Inclusion and Support Panel

YJB Youth Justice Board

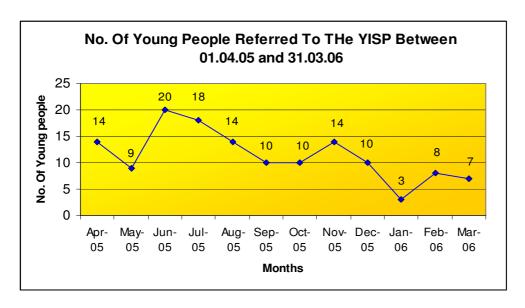
YOS Youth Offending Service

Appendix 2

Youth Inclusion and Support Panel- Statistical data 1st April 2005 – 31st March 2006

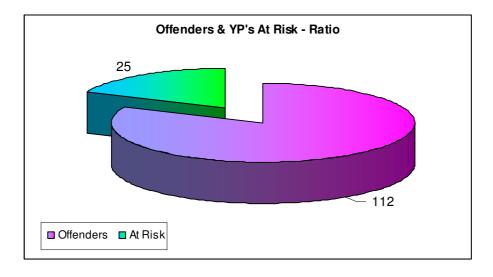
Referrals

Illustration 1A: Total number of referrals received



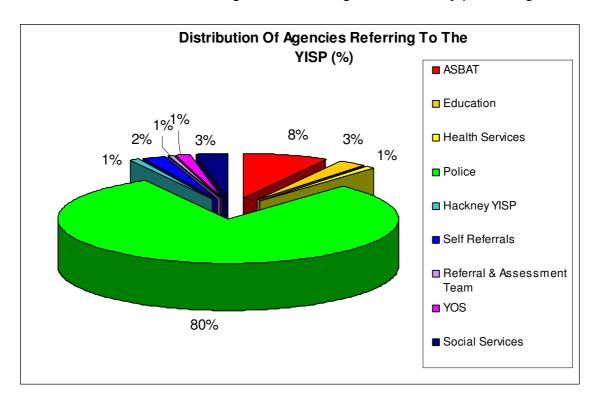
Young Offenders and Young People at Risk

Illustration 2A: Comparison of young offenders and young people at risk



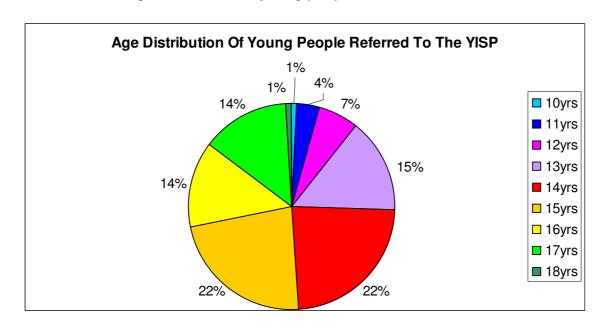
Referral Sources

Illustration 3A: Distribution of agencies referring to the YISP by percentage



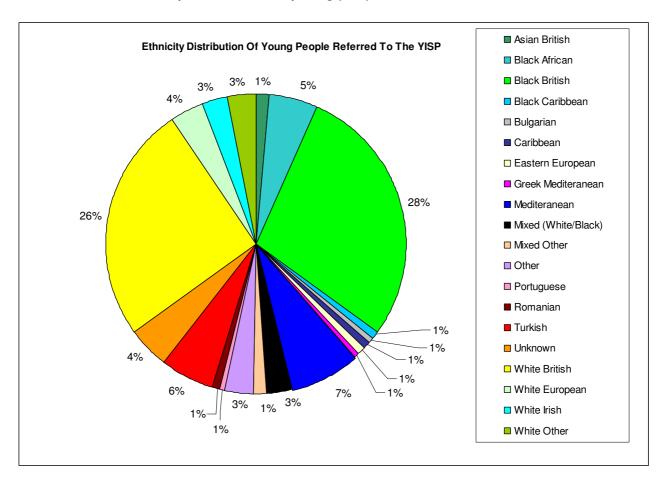
Age

Illustration 4A: Age breakdown of young people referred to the YISP



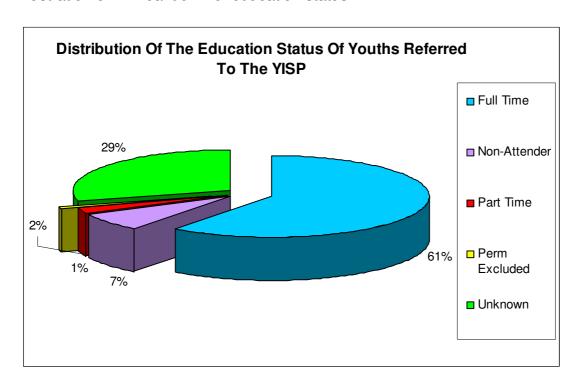
Ethnicity

Illustration 5A: Ethnicity breakdown of young people referred to the YISP



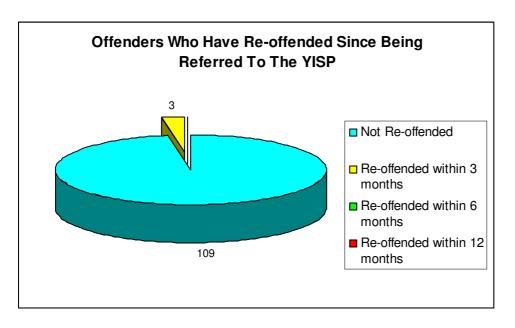
Education Status

Illustration 6A: Breakdown of education status



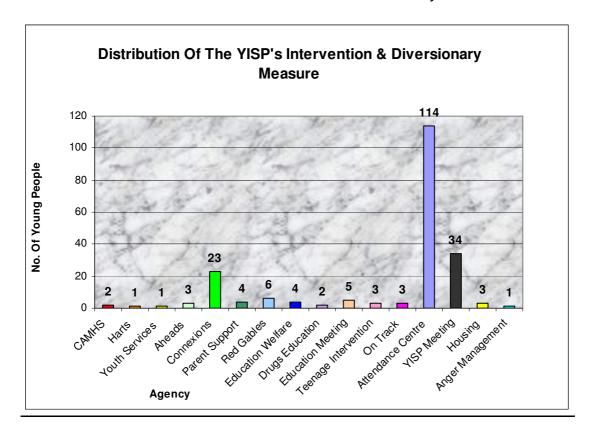
Re-Offending

Illustration 7A: Conviction rates for young people referred to the panel



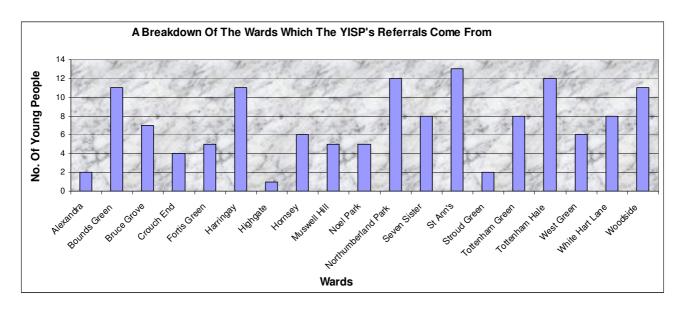
Intervention and Diversionary Measures

Illustration 8A: Distribution of intervention and diversionary measures



<u>Wards</u>

Illustration 9A: A breakdown of the referrals wards



Appendix 3

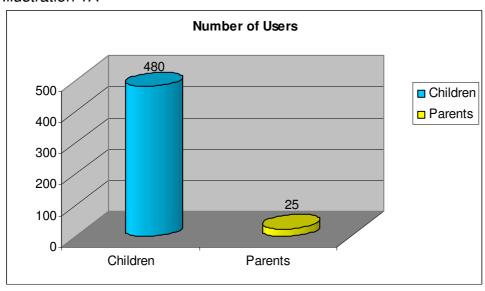
On Track and Junior YIP statistical data

Between September 2005 and July 2006, 505 individual children and young people and their parents/carers have attended interventions in schools – Broadwater Farm, Bruce Grove, Coleraine Park, Downhills, Lancasterian, Risley Avenue, The Green, The Mulberry. (This does not include details of outreach work undertaken which is the subject of research from the University of East London. The research is due for publication in the autumn 2006)

Types of users

Of the 505 service users, 95% are children and 5 % parents. The data collected reflects all interventions excluding half term trips, home visiting, family therapy, Easter and summer play schemes - hence the low number of parents.

Illustration 1A



Ethnicity Breakdown

Of the main ethnic listings, the highest number of service users is from Black of Black British Caribbean with 34%, followed by Black of Black British African with 25% and white British with 13%.

Illustration 2A

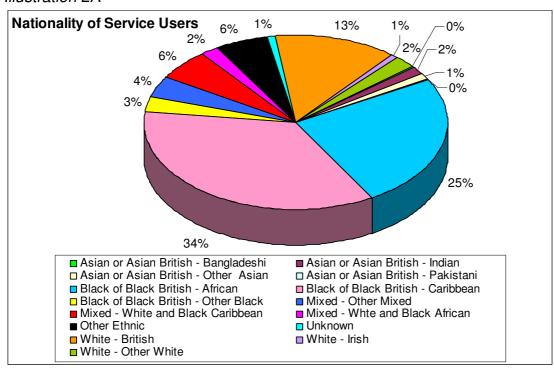
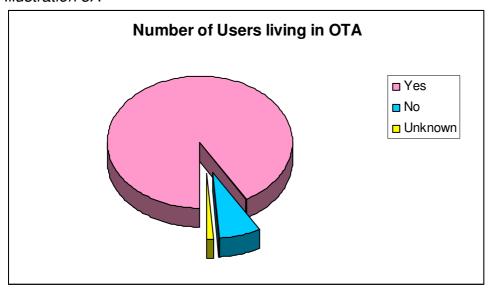


Figure 3A shows that the majority (92%) of the clients who attended the On Track interventions lived in the On Track Area. 7% of the clients did not live in the On Track Area, although they do reside in the London Borough of Haringey.

Illustration 3A

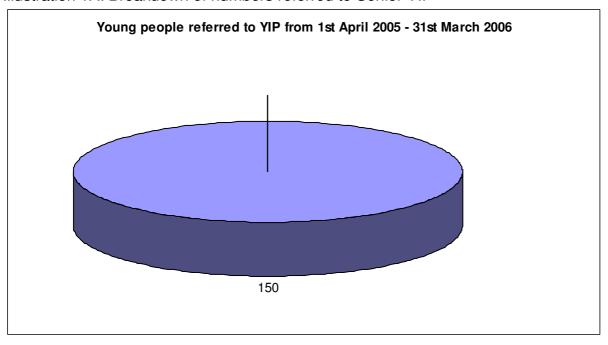


Appendix 4

Senior YIP statistical information

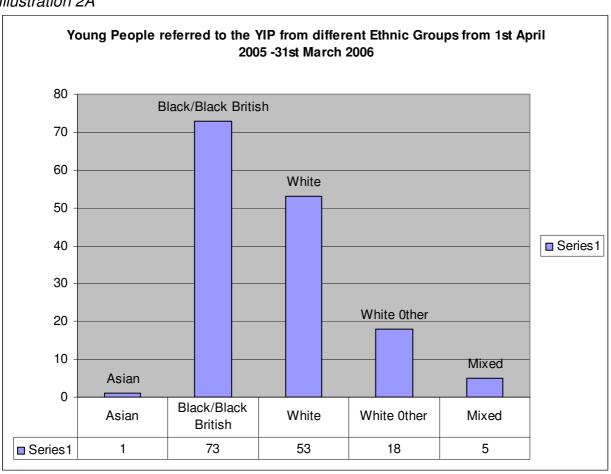
Referrals

Illustration 1A: Breakdown of numbers referred to Senior YIP



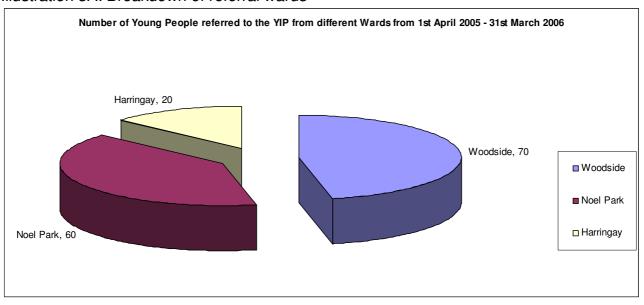
Ethnicity breakdown

Illustration 2A



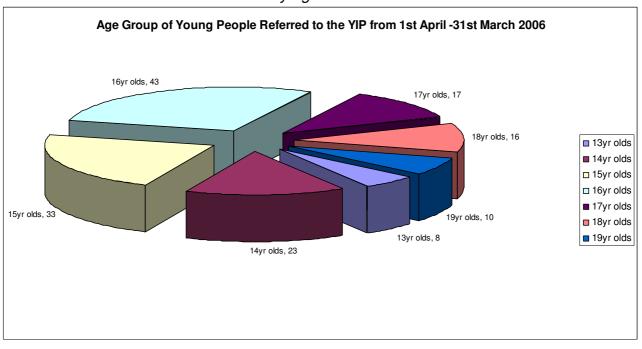
Wards

Illustration 3A: Breakdown of referral wards



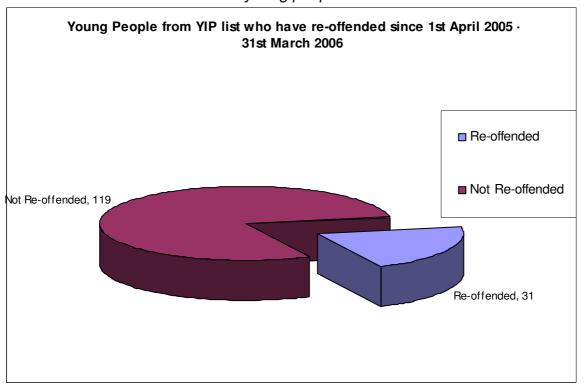
<u>Age</u>

Illustration 4A: Breakdown of referrals by age



Re-offending

Illustration 5A: Conviction rates of young people referred to Senior YIP



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Agenda Item

The Executive

On 21 November 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 14-16 (2006-7) have not previously been reported.

2. Recommendations

That the report be noted.

Report authorised by: Ita O'Donovan, Chief Executive

Contact officer: Richard Burbidge

Telephone: 020 8489 2923

4. Access to information:

Local Government (Access to Information) Act 1985

4.1 Background Papers

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

Executive Member Consultation Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

14.	Chief Executives	23.10.06	J.Holliday	G.Meehan 20.10.06	Novation of the IT Customer Relationship Management (CRM) Contract from Serco Solutions Ltd. to Serco Ltd.	◆Approval to the novation of the IT CRM contract from Serco Solutions Ltd. to Serco Ltd. and to proceed to the Council's sealing of the Novation Agreement.
15.	Children & Young People	03.11.06	A.Travers 01.11.06	L.Santry) G.Meehan) 01.11.06	Building Schools for the Future – Outline Business Case	Following discussions with Partnerships for Schools, approval to submission of a revised Outline Business Case seeking a grant of £178,782,000 (up from £165,159,610) from the Department for Education and Skills.
16.	Chief Executives	06.11.06	I.O'Donovan 02.11.06	G.Meehan 06.11.06	Appointment of Councillor to serve on the Hornsey Town Hall Community Partnership	Approval to the appointment of Councillor Gorrie to serve on the Hornsey Town Hall Community Partnership Board in place of Councillor Winskill.

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Agenda Item

The Executive

On 21 November 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 September/October 2006. Significant actions (decisions involving expenditure of more than £50,000) taken during the same period are also detailed.

2. Recommendations

That the report be noted.

Report authorised by: Ita O'Donovan, Chief Executive

Contact officer: Richard Burbidge

Telephone: 020 8489 2923

4. Access to information:

Local Government (Access to Information) Act 1985

4.1 Background Papers

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

Delegated Decisions and Significant Actions Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

ASSISTANT CHIEF EXECUTIVE (Access)

Significant decisions - Delegated Action October 2006

♦ denotes background papers are Exempt.

Items in **bold** denote agreed decisions over £50k

No	Date approved by ACE (Access)	Title	Decision
1.	06/10/06	Extension to the Capgemini Technical Services contract for the development and support of the Siebel (CRM) application	Agreed
2.	13/10/06	Stoneleigh Road Depot Site redevelopment – request to instruct legal to prepare letter of intent for a maximum value of £50,000	Agreed

Delegated Action	
Туре	Number
Stoneleigh Road, Award of Contract	
Novation of the IT Customer Relationship Management (CRM) Contract from Serco Solutions Limited to Serco	
Limited	

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DIRECTOR OF THE CHILDREN AND YOUNG PEOPLE'S SERVICE

Significant decisions - Delegated Action October 2006

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	9.10.06	Developing Further training opportunities to raise quality of nursery education	Agreed two new additional Assessor posts
2.	18.10.06	Establishment Changes – Leaving Care Service	Agreed Personal Advisor service to come in-house.
3.	18.10.06	Establishment Changes – Leaving Care Service	Agreed creation of two permanent posts for 18+care leavers

Delegated Action					
Туре	Number				
Request for waiver of CSO 6.04 (requirement to tender) under CSO7	2				

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DIRECTOR OF Environmental Services (September)

Significant decisions - Delegated Action 2006/07

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	11/09/06	Haringey Cycle Training Contract	To award the contract for cycle training in the London Borough of Haringey to Cycle Training UK in the sum of £60k.
2.			
3.			
4.			

Delegated Action					
Туре	Number				
CSO's	4				
Delegation of powers to officers	1				
Business Unit Restructure	1				

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