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## Executive

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TUESDAY, 19TH DECEMBER, 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

### 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 22 below. New items of exempt business will be dealt with at item 25 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 21 November 2006.

**5. DEPUTATIONS/PETITIONS/QUESTIONS**

To consider any requests received in accordance with Standing Orders.

**6. PROGRAMME HIGHLIGHT REPORT - OCTOBER 2006 (PAGES 7 - 84)**

(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 October 2006.

**7. THE COUNCIL'S PERFORMANCE - OCTOBER 2006 (PAGES 85 - 120)**

(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 October 2006 using the balanced scorecard format.

**8. FINANCIAL PLANNING 2007/8 TO 2009/10 (PAGES 121 - 134)**

(Report of the Director of Finance – To be introduced by the Executive Member for Finance): To consider the draft revenue grant settlement on the financial strategy.

**9. LIBRARIES , ARCHIVES AND MUSEUM SERVICE - RESTRUCTURE (PAGES 135 - 172)**

(Report of the Assistant Chief Executive (Access) – To be introduced by the Executive Member for Community Involvement): To consider proposals to restructure the Libraries, Archives and Museum Service to reflect national and local priorities, increase local accountability for performance, reduce costs and make the best use of staff resources.

**10. FURTHER ALTERATIONS TO THE LONDON PLAN (PAGES 173 - 228)**

(Report of the Interim Director of Environmental Services – To be introduced by the Executive Member for Enterprise and Regeneration): To consider and agree the Council's response to the draft Further Alterations to the London Plan.

**11. NORTH LONDON JOINT WASTE DEVELOPMENT PLAN DOCUMENT (PAGES 229 - 234)**

(Report of the Interim Director of Environmental Services – To be introduced by the Executive Member for Enterprise and Regeneration): To seek approval to prepare a Joint Waste Development Plan Document with the other boroughs of the North London Waste Authority.

**12. CENTRAL LEESIDE AREA ACTION PLAN (PAGES 235 - 240)**

(Report of the Interim Director of Environmental Services - To be introduced by the Executive Member for Enterprise and Regeneration): To seek approval to prepare an Area Action Plan for Central Leaside jointly with Enfield Council.

**13. UNITARY DEVELOPMENT PLAN - ANNUAL MONITORING REPORT (PAGES 241 - 252)**

(Report of the Interim Director of Environmental Services – To be introduced by the Executive Member for Enterprise and Regeneration): To seek approval to the submission of the Annual Monitoring Report to the Government Office for London.

**14. DELIVERING EARLY CHILDHOOD SERVICES IN HARINGEY: MEETING THE CHALLENGE OF THE CHILDCARE ACT, 2006 (PAGES 253 - 274)**

(Report of the Children and Young People's Service – To be introduced by the Executive Member for Children and Young People): To make recommendations for the Phase 2 children's centres which will meet the Sure Start Unit targets and ensure the delivery of integrated early childhood services; to establish a unified childcare fee structure for Haringey children's centres; and to continue to support the voluntary early years sector by improving the current grants system.

**15. ADMISSIONS TO SCHOOLS - APPROVAL TO CONSULT (PAGES 275 - 320)**

(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 seek approval to consult on the arrangements for admission to community primary and secondary schools and to St. Aidan's Voluntary Controlled School for the 2008/09 school year; and to seek approval too consult on the arrangements for admission to the new sixth form centre and school sixth forms, including the changes proposed by Fortismere Governors.

**16. ADULT SOCIAL CARE ANNUAL REVIEW LETTER AND STAR RATING FOR 2005/06 (PAGES 321 - 370)**

(Report of the Interim Director of Social Services and Housing – To be introduced by the Executive Member for Social Services and Health): To inform of this year's Star Rating results; to report on the Commission for Social Care Inspection's Annual Review of Social Services; and to highlight some of the key achievements and areas for improvement for the Social Services Directorate.

**17. HOMES FOR HARINGEY QUARTERLY PERFORMANCE REPORT (PAGES 371 - 378)**

(Report of the Interim Director of Social Services and Housing – To be introduced by the Executive Member for Housing): To provide an update on progress made in relation to key targets and objectives and to summarise the main issues discussed at the Quarterly Performance Monitoring meeting on 10 November.

**18. RESIDENT INVOLVEMENT STRATEGY AND RESIDENT INVOLVEMENT AGREEMENT (PAGES 379 - 470)**

(Report of the Interim Director of Social Services and Housing – To be introduced by the Executive Member for Housing): To obtain approval of the Resident Involvement Agreement and Resident Involvement Strategy.

**19. URGENT ACTIONS TAKEN IN CONSULTATION WITH THE LEADER OR EXECUTIVE MEMBERS (PAGES 471 - 474)**

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

**20. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (PAGES 475 - 478)**

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

**21. MINUTES OF SUB-BODIES (PAGES 479 - 486)**

- a) Procurement Committee – 14 November 2006
- b) Executive Member Crime and Community Safety – 23 November 2006

**22. NEW ITEMS OF URGENT BUSINESS/MATTERS RAISED BY MEMBERS OF THE EXECUTIVE**

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

**23. 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).

**24. 341/379 SEVENSISTERS ROAD N15 (PAGES 487 - 488)**

(Report of the Interim Director of Social Services and Housing – To be introduced by the Executive Member for Housing): To enter into an agreement with Family Mosaic, a registered social landlord, for the sale and purchase of the Council properties known as 355-357 and 379 Seven Sisters Road N15 as part of a scheme of residential redevelopment on the whole of the site known as 341-379 Seven Sisters Road N15.

## **25. NEW ITEMS OF EXEMPT URGENT BUSINESS**

To consider any items admitted at item 2 above.

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

Councillors Meehan (Chair)\*, Reith (Vice Chair)\*, Canver, Diakides\*, Amin\*, Basu\*, Haley, B Harris\*, Mallet, Santry\*

\*Present

Also Present: Councillors Engert, Gorrie and Newton.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
<b>TEX106.</b>	<p><b>APOLOGIES FOR ABSENCE</b></p> <p>Apologies for absence were submitted by Councillors Haley, Canver and Mallet</p> <p>We noted that Councillor Mallett's absence was occasioned by the recent death of her step mother and we asked that our condolences be conveyed to her.</p>	HMS
<b>TEX107.</b>	<p><b>MINUTES</b> (Agenda Item 4)</p> <p><b>RESOLVED:</b></p> <p>That the minutes of the Executive held on 31 October 2006 be approved and signed.</p>	HMS
<b>TEX108.</b>	<p><b>PROGRAMME HIGHLIGHT REPORT - SEPTEMBER 2006</b> (Report of the Chief Executive - Agenda Item 7)</p> <p>In response to questions by Members, we were advised that:</p> <ul style="list-style-type: none"> <li>• With regard to the new secondary school in Heartlands proposed as part of the Building Schools for the Future programme discussions were on going about the possible provision of sport facilities in Alexandra Park.</li> </ul> <p>In order to overcome the title issues related to land owned by Thames Water, the footprint of the school could be redesigned so as to avoid building over their land and to use the bridge over the New River only for access/car parking/hard play area.</p> <ul style="list-style-type: none"> <li>• A further report to the Executive on the Primary Schools Capital Project had been delayed pending notification by the Department for Education and Skills of the programme for 2007/08. It was understood that, although a three year programme would have been preferred, only the allocation for 2007/08 would be announced.</li> <li>• The delay to phase 1 works at Tetherdown School had been caused by concerns about project management in the early</li> </ul>	

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	<p>stages and a re-design because of the cost implications.</p> <ul style="list-style-type: none"> <li>The Coleridge School project had been referred for adjudication but this was not expected to result in a delay and the planning application was being considered in parallel. The reasons for the project costs being £800,000 more than the original estimates would be supplied to Members.</li> </ul> <p>A traffic impact assessment was to be carried out which would form part of the wider discussion of the planning application. A copy of the assessment would also be supplied to Members.</p> <ul style="list-style-type: none"> <li>The Sure Start unit's timescale for the approval of Children's Centres Phase 2 capital programmes was December 2006 and a report on this matter would be submitted to our next meeting.</li> <li>Problems with the flooring at the Bruce Grove School formed part of a wider schedule of snagging work which had now been carried out.</li> </ul> <p><b>RESOLVED:</b></p> <p>That the report be noted.</p>	<p>DCS</p> <p>DCS</p>
<p><b>TEX109.</b></p>	<p><b>THE COUNCIL'S PERFORMANCE - SEPTEMBER 2006</b> (Joint Report of the Chief Executive and the Acting Director of Finance - Agenda Item 8)</p> <p>We noted the favourable balanced green position for the first time this Municipal Year.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>That the report be noted.</li> <li>That approval be granted to the virements set out in Section 14 of the interleaved report.</li> </ol>	<p>DF</p>
<p><b>TEX110.</b></p>	<p><b>HARINGEY COUNCIL'S PROPOSAL FOR THE NEW SCHOOL IN HARINGEY HEARTLANDS</b> (Report of the Director of the Children and Young People's Service - Agenda Item 9)</p> <p>We received an update on the Council's own bid to establish a new secondary school located in Wood Green as a community school. We noted that the primary objective of the new school would be to advance the best interests of children in Haringey and that the outcome of the competition process would be on the basis of merit. We also noted that details of potential independent promoters would be available after 4 January 2007.</p> <p><b>RESOLVED:</b></p>	

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	That approval be granted to the Council's proposal for the establishment of a community secondary school, as set out in Annex 2 to the interleaved report.	DCS
<b>TEX111.</b>	<p><b>LEARNER SUPPORT FUND (LSF)</b> (Report of the Director of the Children and Young People's Service - Agenda Item 10)</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That approval be granted to the Learner Support Fund policy as set out in Appendix 1 to the interleaved report.</li> <li>2. That approval be granted to the delegation of authority to agree the Learner Support Fund policy in future years to the Director of the Children and Young People's Service in consultation with the Executive Member for Children and Young People.</li> </ol>	DCS  DCS
<b>TEX112.</b>	<p><b>MAXIMISING HOUSEHOLD INCOME IN HARINGEY</b> (Report of the Director of Social Services - Agenda Item 11)</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That approval be granted to the development of a focused 'income maximisation' strategy and action plan 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.</li> <li>2. That it be noted that the development proposed in 1. above was dependent on ongoing resources being found through the Council's business planning process.</li> <li>3. That, in addition, approval be granted in principle to the future development of a strategic framework for all activity in Haringey which tackled poverty and social exclusion to follow after the agreement of the new Community Strategy.</li> </ol>	DSS  DSS
<b>TEX113.</b>	<p><b>FORFEITURE PROCEEDINGS AGAINST RESIDENTIAL LEASEHOLDERS</b> (Report of the Director of Social Services - Agenda Item 12)</p> <p>In considering this report we noted that forfeiture enforcement proceedings would be viewed as a last resort and the safeguards that would be applied before their use.</p> <p><b>RESOLVED:</b></p> <p>That approval be granted to a policy of taking legal proceedings to forfeit the lease as an enforcement procedure of last resort against residential leaseholders who failed to pay leasehold service charges.</p>	DSS

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<p><b>TEX114.</b></p>	<p><b>DRAFT STATEMENT OF COMMUNITY INVOLVEMENT</b> (Report of the Interim Director of Environmental Services - Agenda Item 13)</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That approval be granted to the draft Statement of Community Involvement as set out at Appendix 1 to the interleaved report for consultation with the public and general consultation bodies.</li> <li>2. That authority to approve any changes to the draft Statement prior to public consultation and to publish a public notice of consultation be delegated to the Assistant Director (Planning, Environment, Policy and Performance) in consultation with the Executive Member for Enterprise and Regeneration.</li> </ol>	<p>DEnv</p> <p>DEnv</p>
<p><b>TEX115.</b></p>	<p><b>TOTTENHAM HALE CPZ EXTENSION</b> (Report of the Interim Director of Environmental Services - Agenda Item 14)</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That the feedback of the statutory consultation process and in particular the objections received be noted.</li> <li>2. That the reasons for providing parking controls be endorsed.</li> <li>3. That officers be authorised 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.</li> <li>4. That residents of the affected area be informed of the Council's decision by letter.</li> </ol>	<p>DEnv</p> <p>DEnv</p> <p>DEnv</p>
<p><b>TEX116.</b></p>	<p><b>HATE CRIME AND HARASSMENT STRATEGY</b> (Report of the Assistant Chief Executive (Strategy) - Agenda Item 15)</p> <p><b>RESOLVED:</b></p> <p>That approval be granted to the Hate Crime and Harassment Strategy and to the approach, priorities and actions proposed in the interleaved report and Appendix thereto and to the implementation of the strategy being supported.</p>	<p>ACE-S</p>
<p><b>TEX117.</b></p>	<p><b>YOUTH CRIME REDUCTION STRATEGY HATE CRIME AND HARASSMENT STRATEGY</b> (Report of the Assistant Chief Executive (Strategy) - Agenda Item 16)</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That approval be granted to the Haringey Youth Crime Reduction Strategy 2006-2008 as set out in the interleaved report and appendix thereto.</li> </ol>	<p>ACE-S</p>

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	<p>2. That the funding implications of the Strategy post 2008 be noted.</p>	
<b>TEX118.</b>	<p><b>EQUALITY PUBLIC DUTIES SCHEME HATE CRIME AND HARASSMENT STRATEGY</b> (Report of the Chief Executive - Agenda Item 17)</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because a decision was required before the statutory deadline of 4 December 2006.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That the draft Equality Public Duties Scheme as set out as an appendix to the interleaved report be approved.</li> <li>2. That the following be noted - <ul style="list-style-type: none"> <li>• The potential implications for the Council as set out in paragraph 7 of the interleaved report.</li> <li>• The consultation scheduled set out in Appendix 4 to draft Scheme;</li> <li>• The importance of the Scheme being adopted and introduced by the 4 December 2006, to coincide with the Disabilities Public Duties coming into force on that date.</li> </ul> </li> </ol>	CE
<b>TEX119.</b>	<p><b>URGENT ACTIONS TAKEN IN CONSULTATION WITH THE LEADER OR EXECUTIVE MEMBERS</b> (Report of the Chief Executive - Agenda Item 18)</p> <p><b>RESOLVED:</b></p> <p>That the report be noted and any necessary action approved.</p>	
<b>TEX120.</b>	<p><b>DELEGATED DECISIONS AND SIGNIFICANT ACTIONS</b> (Report of the Chief Executive - Agenda Item 19)</p> <p><b>RESOLVED:</b></p> <p>That the report be noted and any necessary action approved.</p>	
<b>TEX121.</b>	<p><b>HORNSEY DEPOT</b> (Report of the Acting Director of Finance - Agenda Item 22)</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because of the importance for the regeneration of the area that a decision on the</p>	

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	<p>development of the site was expedited.</p> <p>The report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relation to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>Having considered both the revised offer from St James as at 10 October 2006 to purchase both the former Hornsey Central depot and Sainsbury's site in conjunction with the Council's revised affordable housing policy; and the unsolicited offer from Galliards Homes in conjunction with the terms of the offer as an indication of what an open market disposal might achieve which offer would be adjusted downwards if access was required over St James's access road at a cost required by St James, we</p> <p><b>RESOLVED:</b></p> <p>That the Director of Finance be authorised to dispose of the former Hornsey Central Depot site on the open market jointly with Sainsbury's subject to terms to be agreed for the best consideration reasonably obtainable subject to -</p> <ol style="list-style-type: none"> <li>a. The Council objectives as outlined in 7.3 of the interleaved report, i.e. <ul style="list-style-type: none"> <li>▪ Regeneration of the High Street.</li> <li>▪ A comprehensive development on both sites to provide of a sustainable, high quality, mixed development of open space, residential and retail facilities.</li> <li>▪ Provision of affordable housing in the form of key worker home buy, general rent and extra care social housing in accordance with the Council's Planning Policy and Housing Strategy.</li> <li>▪ Optimise capital receipt.</li> </ul> </li> <li>b. Planning permission; and</li> <li>c. Final legal contractual details</li> </ol>	DF
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GEORGE MEEHAN  
Chair

item:

**CEMB****For The Executive****On 21st November****On 19<sup>th</sup> December**Report Title: **Programme Highlight Report October 2006**Forward Plan reference number (if applicable): **[add reference]**Report of: **The Chief Executive**Wards(s) affected: **All**Report for: **Non-Key Decision****1. Purpose**

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

**2. Introduction by Executive Member**

- 2.1 Following the Audit Commission review of project management, members expressed concern about the need to strengthen programme and project management processes.
- 2.2 The Council's response to the Audit Commission recommendations was presented to the Executive on 21 February. One of the key actions agreed by members was that the programme highlight report, which contains progress reports and management summaries of key Council projects, should be reported to the Executive each month.
- 2.3 Accordingly, this report sets out the highlight report for projects that report to the programme up to the end of October 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, Improvement and Performance**  
**Tel: 020 8489 2514**

**Katy Johnson, Improvement and Performance**  
**Tel: 020 8489 4282**

**4. Director of Finance Comments**

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

- Primary Schools – Concerns about the current programme and finances will be addressed as part of the overall capital programme for the Council. This will be reported to Executive in January 2007.
- Children's Centres – detailed work is underway to identify how the 2005-06 overspend will be contained within 2006-07 and to ensure the detailed spending plan for delivery of the new centres can be funded within the available budget.
- 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. A review of further potential projects is underway jointly with all departments.

**5. Head of Legal Services Comments**

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

**6. Local Government (Access to Information) Act 1985**

6.1 Report to Executive on 21 February: Programme and Project Management – Response to the Audit Commission Review of Project Management.

6.2 Detailed project highlight reports.

**7. Strategic Implications**

- 7.1 The programme is the vehicle for the Council to deliver corporately significant projects and projects that are key political priorities. It underpins the Council's corporate planning process, ensuring that the projects we undertake reflect and help to deliver Community Strategy and corporate priorities.
- 7.2 This report provides an opportunity to monitor, challenge and support the Council's key projects to ensure that they finish on time, to budget and deliver the outcomes for the community.

**8. Financial Implications**

- 8.1 A key driver in developing the programme structure has been to improve financial oversight of the Council's key corporate projects. Accordingly, projects are required to report detailed financial information in their project highlight reports each month and a budget

summary for each project is shown in Appendix 1 'Programme Highlight Report'.

## 9. Legal Implications

9.1 There are no legal implications

## 10. Equalities Implications

10.1 This report deals with the way that we manage projects many of which have an impact on different sections of our community. Improved management of these projects will therefore improve the services we provide to all sections of our community.

10.2 Specifically, the Business Intelligence project aims, amongst other areas, to capture information on equalities through robust contract monitoring.

10.3 The Equal Pay Review is a crucial element towards the Council achieving levels 3 and 4 of the Equalities Standard for Local Government by March 2007.

## 11. Background

11.1 The programme highlight shown in Appendix 1 provides details of all the Council's corporately significant internal and external projects that report through the Council's programme structure. The information in the report is taken from detailed project highlight reports for each project that have been agreed by the respective Project Boards. Due to the reporting cycle, there is a time lag in the information presented and this report shows projects' status at 31 October 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, or 5% of the total budget, whichever is the more appropriate.
- **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, or 5% of the total budget, whichever is the more appropriate.

## 12. Exception Report

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

### 12.2 Regeneration Stream Board

#### 12.2.1 Growth Area Funds / Community Infrastructure Funds – Markfield Recreation Ground

- 12.2.2 Halcrow's first draft of the feasibility study report on the drainage problems in the park has now been produced. This highlights the problems of misconnections in the Stonebridge and Moselle catchment areas as having a direct negative impact on the quality of the watercourses in the park. This is in addition to the large amounts of silt in the Old Moselle Brook as well as the level of contaminants in the silt, which prevents the flow being discharged into the River Lee.

- 12.2.3 A meeting has taken place with Recreation Services, Enforcement, the Environment Agency and Thames Water to seek to address these misconnection problems. Enforcement, who is responsible for dealing with misconnections, will present this issue to CEMB for an assessment of whether the misconnections beyond the Markfield site should be taken forward as a separate issue by the Council. The misconnections are very complex as there are 30,000 homes in the 2 catchment areas and many of the misconnections are located in the Green Lanes area.

- 12.2.4 A proposed reallocation of £100,000 (from the overall GAF funding) to deal with misconnections has now been included in the misconnections budget. Progress has also been made by Thames Water on the identification of the misconnection issue but the problems have not yet been solved. The risk of future sewage disgorgement on the site is also still to be resolved.

12.2.5 Growth Area Funds / Community Infrastructure Funds – Relocation of the Mortuary

12.2.6 Planning restrictions on site as well as conservation concerns regarding the existing Lodge building have posed great difficulties in finding a satisfactory solution. These have caused delays to the overall project.

12.2.7 A solution has been agreed to construct operational parts of the mortuary in an extension underground, with a link to the existing Lodge building. The planning application will be submitted as soon as all plans and supporting documentation are completed.

**12.3 Children and Young People Stream Board**

12.3.1 Building Schools for the Future

12.3.2 The total project budget for the BSF programme 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.

12.3.3 Primary Schools Capital Projects

12.3.4 All projects, being large and multi-year, have been designed as a series of self-contained stages to give flexibility whilst external (DfES) forward funding commitments are uncertain, and to consequently minimise risk to the projects and the council's finances.

12.3.5 The red traffic lights reflect in one case an overspend (Coldfall) and in another, a risk to the delivery of the completion date of the project (Broadwater). The Coldfall overspend is for this financial year and will be contained within the overall project budget. The ambers reflect estimated overspend when looking at projected cost compared to original estimates.

12.3.6 Due to the Comprehensive Spending Review (CSR07) presently being undertaken by HM Treasury, DfES is unable to give formal capital funding commitments until next financial year. Correspondence has been received from DfES to inform us of this. DfES also indicated that spending will not fall in the period 2007-10 but this cannot be confirmed at this stage.

12.3.7 DfES will be approached regarding Broadwater Farm Primary School project's further slippage and rephrasing of the £5.0m grant drawdown.

12.3.8 Children's Networks: Children's Centres

12.3.9 The Children's Centres project has just completed Phase 1. Phase 1 has reported a £173k unfunded overspend: Children's Services are currently exploring how this will be funded from within their present budget.

12.3.10 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.

12.3.11 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.

12.3.12 The Terms and Conditions of the Capital funding state that the Children's Centres must be developed in the 20% of most deprived wards and 30% of the Super Output Areas. In some areas there is difficulty in identifying potential accommodation that would satisfy these criteria. A range of stakeholders are being contacted to identify other possible premises. Alternatively accommodation could be identified on the perimeter of a ward but this is not our preferred option.

12.3.13 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 Better Haringey Stream Board**

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

**12.5 Well Being Stream Board**

12.5.1 E-Care Phase 2

12.5.2 There may need to be some system configuration changes to SAP in order to reflect changes arising from the corporate restructure project. There is currently uncertainty around the scope of change and timescales for implementation. Although it is unlikely that any major changes will be made to SAP this financial year, any changes made shortly after this time will impact on the impact of Phase 2 of the project (specifically Systems configuration and Data Migration).

## **12.6 Housing Stream Board**

### 12.6.1 Empty Property

12.6.2 Further progress has been made on reducing the void turnaround time to 30.99 days in October bringing us closer to meeting the 27 day target. This has brought down our Year to Date figure from 63.61 calendar days last month to 37.82 days this month, which is a significant improvement.

12.6.3 The completion of the Lettable Standard is now five months late but is due to be signed off by the Executive in November.

### 12.6.4 Lettings and Allocations

12.6.5 The electronic Re-Registration exercise, although originally delayed, is reaching its final phase in preparation for the production of the Housing Register. Daily contact with key suppliers is being maintained and Home Connections is on course for a go-live date of 4<sup>th</sup> December.

12.6.6 A number of intervention measures previously agreed have continued to be implemented, including the appointment of 2 consultants with strategic and operational experience in the implementation of choice based lettings schemes.

## **12.8 People Stream Board**

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

## **12.9 Value for Money Stream Board**

### 12.9.1 Procurement Programme

12.9.2 As previously reported, there are concerns about achieving the £2m savings target. A paper will be presented to CEMB on the 5<sup>th</sup> December setting out options to deal with the issues.

12.9.3 The Agency Resource Centre is now in place. From management reports, we calculate that £75k per month savings are being generated.

12.9.4 The remaining £0.8 million should be addressed through new projects. The paper to CEMB in December will address how this can be achieved, including: 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 Use of Resources

12.9.6 The review of effectiveness and costs of debt recovery was due to be completed by March 2006. A first draft exception report was presented to the Use of Resources Project Board and revisions have been requested. A revised report will be presented to the Debt Recovery Board and Use of Resources Project Board in December.

12.9.7 Transactional Efficiency – SAP Upgrade

12.9.8 Go-live was successfully delivered on time in December. This has saved the council money by avoiding the additional 2% on our annual maintenance fee.

12.10 **Customer Focus Stream Board**

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

**13. Use of Appendices**

- 13.1 Appendix 1: Programme Highlight Report
- 13.2 Appendix 2: Programme Finance Spreadsheet
- 13.3 Appendix 3: Programme Risk Log

# **PROGRAMME HIGHLIGHT REPORT**

**FOR THE PERIOD OCTOBER 2006**

Prepared by

**Corporate PMO**

Version 0.2

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## SECTION 1 – REGENERATION STREAM BOARD

### Regeneration Stream Board

**(1) HARINGEY  
HEARTLANDS**

**LEVEL 1 PROJECT**

#### PROJECT DESCRIPTION / OBJECTIVES

- To commission a masterplan for the regeneration and development of the Eastern Utility Lands.
- To secure the land known as the “former sand sidings” for the provision of a new sixth form secondary school.
- To obtain funding for a new spine road through the overall site from North to South.
- To secure a guarantee of the decommissioning of the National Grid TRANSCO site.
- To work with major landowners and private developers to deliver these plans.
- To meet the output targets of up to: -
  - 1,200 new jobs
  - 1,200 new school places
  - 2,000 new homes

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

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

Project Budget: £250k (£150k last month)

Forecast spend: £150k  
Spend to date: £27.6k

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

#### MANAGEMENT SUMMARY

- Direct negotiations with National Grids M.D., Philip Kirby and the London Development Agency have continued. It has been agreed that rather than adopting the Masterplan as a supplementary planning document before proceeding to the submission of planning applications, it may be prudent to submit the Masterplan as an outline planning application.
- Planning application approved by PASC on 28<sup>th</sup> September to change the use of the site at Units 1 and 2 Quicksilver Place, Western Road to a Police Station. Because of the Heartlands regeneration programme this consent is for a limited period only and will expire on 30<sup>th</sup> September, 2009.
- 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 planning application for the spine road was received on 20<sup>th</sup> October. There are on-going discussions with Wood Green Common Committee and Children and Young Peoples Services to resolve land exchange issues.
- A revised project plan for Haringey Heartlands has been prepared, which sets an indicative date for the masterplan application to be submitted in June/July.

**Project Sponsor:**  
Justin Holliday

**Project Manager:**  
Shifa Mustafa / Ian Woolford

## Regeneration Stream Board

### (1) HARINGEY HEARTLANDS CONT.

- Options are being considered for alternative playing field provision for the new school within the Borough but the preferred option is to utilise the nearby Alexandra playing fields. The playing fields are currently leased to a local sporting club. Discussions have commenced with the Club and a meeting with the Alexandra Park and Palace Trust is arranged for the 8 November 2006.
- Access to the preferred site has been reviewed in the light of earlier concerns using the New River tunnel. The review has identified a bridge over the railway near to Alexandra railway Station which has permissive rights.
- We met with senior LDA officials (11<sup>th</sup> Sept.) to brief them on our strategy and ascertain theirs.
- Informal opinion from English Heritage that they will not recommend the gas holders for listing, but no confirmation of decision date.

#### Issues:

- Options are being considered for alternative playing field provision for the new school within the Borough but the preferred option is to utilise the nearby Alexandra playing fields. The playing fields are currently leased to a local sporting club. Discussions have commenced with the Club and a meeting with the Alexandra Park and Palace Trust is arranged for the 8 November 2006.
- Access to the preferred site has been reviewed in the light of earlier concerns using the New River tunnel. The review has identified a bridge over the railway near to Alexandra railway Station which has permissive rights.

#### Resources:

- There is an issue around procurement of resources and support to manage the programme effectively. A review is currently being conducted to assess what the resource requirement is.

## Regeneration Stream Board

### (2) TOTTENHAM HALE URBAN CENTRE LEVEL 1 PROJECT

#### PROJECT DESCRIPTION / OBJECTIVES

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

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

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

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

#### MANAGEMENT SUMMARY

##### Progress

- The Masterplan has been formally adopted by the Executive on the 31<sup>st</sup> October as a Supplementary Planning Document .
- The Adopted Masterplan (SPD), Sustainability Appraisal, Schedule of Comments and Council's responses & changes document, along with the adoption statement have been made publicly available on the Haringey web-site and at 639 Tottenham High Road.
- The Adoption Statement allows a three-month period during which any party aggrieved at the SPD's adoption can apply for Judicial Review.
- The Final version of the Masterplan has been professionally designed, typeset and printed.
- The tour of site has been undertaken with BW, CABE, ISIS, LVRP regarding the design competition for the footbridge across the River Lee (12<sup>th</sup> October).
- Met with ISIS / BW regarding a revised planning application (13<sup>th</sup> October).

##### Budget

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

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

**Project Sponsor:**  
David Hennings

**Project Manager:**  
Shifa Mustafa / Ian Woolford

## Regeneration Stream Board

**(2) TOTTENHAM HALE  
URBAN CENTRE cont.**

**Issues:**

The GLA has made a number of (critical) observations relating to design and sustainability aspects of "Hale Village". Amendments to the planning application have been made that resolves many of the issues. Consultation will take place on the revised proposals. It is likely a special PASC meeting will be arranged to consider the outline application submitted in August '06, together with supporting technical information and studies.

## Regeneration Stream Board

### (3) WOOD GREEN TOWN CENTRE

#### PROJECT DESCRIPTION / OBJECTIVES

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

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

Original End Date: tbd

Current End Date: tbd

Project Budget: tbd

Forecast spend: tbd

Spend to date: tbd

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

#### MANAGEMENT SUMMARY

A draft PID is 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 Project Initiation Document will not be available until all aspects are fully scoped and defined. This will then be circulated for comment at the Regeneration Stream Board.

**Project Sponsor:**  
David Hennings

**Project Manager:**  
Karen Galey

A brief has been prepared outlining the necessary work to be carried out for a Supplementary Planning Document (SPD). This brief will be used by the appointed consultant as a guide for preparing the Supplementary Planning Document. It is expected that Urban Practitioners will be appointed to continue this work and deliver the SPD. A waiver is currently being prepared for the proposed appointment and will also include comments received on the brief.

Officers from Economic Regeneration have had meetings with Property Services regarding the Civic Centre and Lymington Avenue. Officers from Property Services are currently collating information regarding the site, and a further meeting is planned to revisit previous options for the Civic Centre development or its disposal.

## Regeneration Stream Board

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

The town centre manager has been successful in obtaining SLAs for the Wood Green area and is now looking at gaps in service provision and possible options to improve it.

Officers from the Economic Regeneration recently attended the public presentation of the Wood Green audit by local Residents Associations. Officers acknowledged that aspects from the audit will be addressed in the SPD and reassured all local stakeholders of an impending Public Consultation.

Officers from Planning and the Economic Regeneration departments have looked into the Mall Corporations planning application and agreed to explore the possibility of planning gains using the section 106 for improvement of projects identified in the WGTC spatial improvement plan. These include improvements to the public space associated with library forecourt, the 'Boots' forecourt, various Town Centre 'street scene' improvements and support for the Town Centre management function.

## Regeneration Stream Board

### 4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION

#### PROJECT DESCRIPTION / OBJECTIVES

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

<b>Original End Date:</b> December 2006 – ERDF; 2010 – HERS	<b>Current End Date:</b> 30 <sup>th</sup> June 2007 – ERDF; 2010 - HERS	<b>Project Budget:</b> £4851.6k	<b>Forecast spend:</b> £4851.6k <b>Spend to date:</b> £816.3k
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#### MANAGEMENT SUMMARY

Demolition has finished at Stoneleigh Road and the construction contractors started on-site. Contractors have also started on-site at Rangemoor Road and been appointed for the Townscape Heritage Initiative project.

#### Timescale

Government Office for London (GoL) and London Development Agency (LDA) have both indicated they will agree to Haringey's request to extend the programme grant deadline for construction to 30<sup>th</sup> June 2007. Formal application for this extension went to GoL and the LDA this month.

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 and four are on target for completion by March 2007. The Stoneleigh Road and 497-507 High Road project is programmed to be completed by June 2007.

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

**Project Sponsor:**  
Zena Brabazon

**Project Manager:**  
Sean Burke

## Regeneration Stream Board

### (4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION CONT.

The overall rating is Green. All projects are moving towards construction starting on site. THI is showing Amber for timeframe. This is due to the delays cause by TfL and the bus lanes, the extension to the GoL funding will absorb this delay as granted.

Whilst there are risks associated with completing the projects to time these are being managed by the project teams.

#### **Budget and Resources**

The overall rating is Green. 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.

#### **Issues**

The overall High Road Strategy programme rating is Green. All open issues are being addressed by the project teams.

#### **Risks**

The key risk to the UCCG programme of not securing additional projects to draw down the full value of ERDF grant has now been addressed. There is a possible shortfall in delivering the full target of space improved. The team has discussed this with GOL who indicated that alternative outputs may be eligible to compensate for any shortfall. The team is in discussion with the Head of Property Services to explore opportunities for joint project working

#### **PROGRESS:**

- **Seven-Sisters Road Shop Fronts:** Work complete and UCCG claim for the Aug-Sep quarter sent in to Programme Manager. One further claim will complete the financial reporting for this project.
- **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 completed in late October. Approval was gained for the appointment of the construction contractor, the contract prepared and the contractor started on site by the month end.

## Regeneration Stream Board

### (4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION CONT.

- **Bruce Grove THI phase I shop fronts:** Shopfront contractor appointed and the legal agreements finalised Stadium Housing and Nominee Holdings finalised this month.
- **HERS shop fronts and façades:** Monitor progress of planning application and deal with any queries. Continue Working to secure agreements for all properties in this phase. Applications submitted for grants to fund historic furniture and lighting.
- **Enfield Council Fore Street:** Contract works continued throughout October. Window replacement now well advanced and re-roofing nearly complete.
- **LARC (NDC):** To confirm details of final sum for ERDF match to enable completion of SLA.
- **Workspace project on Tottenham High Road:** Work has started on-site. Workspace reviewing draft Service Level Agreement.

## Regeneration Stream Board

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

**Project Sponsor:**  
Andrew Travers

**Project Manager:**  
Shifa Mustafa, Ian Woolford,  
Steve Carter

### PROJECT DESCRIPTION / OBJECTIVES

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

### School Acquisition

<b>Original End Date:</b> ongoing programme of work	<b>Current End Date:</b> ongoing programme of work	<b>Project Budget:</b> £6262k	<b>Forecast spend:</b> £6262k <b>Spend to date:</b> £138k
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### MANAGEMENT SUMMARY

#### PURCHASE OF HEARTLANDS SCHOOL SITE.

#### Title

A number of documents have been sent by BRB. Matters have been raised including on the bridge, the tenancies and the title generally. Until they have provided replies the report on title cannot be finalised. Also awaiting details from CB Richard Ellis on the overage provisions and the access over the railway bridge.

The school footprint has been reviewed by the BSF Client Architectural advisors to avoid the New River, thus reducing the risk of additional payments to Thames Water for the 'flying freehold'. The Demarcation Agreement between Railtrack and BRRB has highlighted some further site constraints which are being assessed but do not appear to affect the amended footprint. Further preliminary design work is being commissioned to ensure that all site constraints can be managed.

Status This Month	Status Last Month	Time scale	Budget	Resources	Issues	Risks
G	G	A	G	G	A	G
<b>Markfield</b>						
Status This Month	Status Last Month	Time scale	Budget	Resources	Issues	Risks
A	G	A	A	G	A	A

## Regeneration Stream Board

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

#### Mortuary

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

#### GLS

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

#### Spine Road

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

#### Playing Fields

Options are being considered for alternative playing field provision for the new school within the Borough but the preferred option is to utilise the nearby Alexandra playing fields. The playing fields are currently leased to a local sporting club. Discussions have commenced with the Club and a meeting with the Alexandra Park and Palace Trust is arranged for the 8 November 2006.

Access to the preferred site has been reviewed in the light of earlier concerns using the New River tunnel. The review has identified a bridge over the railway near to Alexandra railway Station which has permissive rights.

#### VAT

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.

#### MARKFIELD RECREATION GROUND.

Halcrow's first draft of the feasibility study report on the drainage problems in the park has now been produced. This highlights the problems of misconnections in the Stonebridge and Moselle catchment areas as having a direct negative impact on the quality of the watercourses in the park. This is in addition to the large amounts of silt in the Old Moselle Brook as well as the level of contaminants in the silt, which prevents the flow being discharged into the River Lee.

A meeting has taken place with Recreation Services, Enforcement, the Environment Agency and Thames Water to seek to address these misconnection problems. Enforcement, who are responsible for dealing with misconnections, will present this issue to the Chief Executive's management board for an assessment of whether this project should be taken forward by the Council. The project is very complex as there are 30,000 homes in the 2 catchment areas and many of the misconnections are located in the Green Lanes area.

#### RELOCATION OF THE MORTUARY.

- Still awaiting revised funding agreement from DCLG .
- First claim not submitted yet as funding agreement not yet finalised.

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

#### Mortuary

- A special meeting with the Environment Director & Head of Planning took place to move the project forward . Planning restrictions on site posed great difficulties. The solution agreed was to place operational parts of mortuary in an extension underground.
- Architects rapidly designing with target of planning application asap.
- Full condition survey of the Lodge completed & reported . The existing Lodge will house the reception , waiting and pathologist / police rooms, staff rooms and offices and the viewing area.

#### Coroner

- Frankhams ( surveyors ) have determined ' Schedule of Repairs' .
- We are seeking rent free period to account for these repairs.
- Lease to be signed within the next two weeks
- 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 have apportioned the £1.5M to fees ( £290K ), construction costs of £890K for the new building , £205K for the Lodge and £115K for vehicle access (ramp), landscaping & other external works.

#### Timescale

- There has been slippage to project timescales / key milestones in respect of design & Planning submission.
- Until Planning agree the basic design , planning advise caution in speaking with GoL.

#### 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, once the planning application for the whole site has been to PASC.

## Regeneration Stream Board

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

#### HEARTLANDS SPINE ROAD.

##### Agreements

- The draft Partnership legal binding agreement with National Grid to construct the road on their land was signed by both parties on 29<sup>th</sup> September.
- Horizontal alignment on Phase 1 (Western Road) identified land transfers/acquisitions from the school, Parks and Network Rail.
- Agreement with representatives of Parks and the “Guardians of the Wood Green Common” has been given. Application to Minister for land transfer sent on 25/10/06.
- There has been a positive response for the land acquisition at the Chocolate Factory which has been received.
- Agreement has been reached with Twilleys as a leaseholder for the land at the junction of Western Road and Coburg Road.
- A response from Network Rail is still awaited.
- Cost implications of land agreements.

##### 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 was submitted on 16/10/06 to meet the Committee approval for 27th January 07.
- Development Control public forum has been set for Thursday 9th November 06 at 7pm in the Civic Centre.

##### 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. Surveys on site started 23/10/06.

## Regeneration Stream Board

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

- Topographical surveys have been completed, and topographical data received from the consultant on 30/08/06. Detailed design has been completed on Phases 1 & 3 of the project (existing carriageway), however detailed design on Phase 2 cannot be completed until the completion of contamination testing on the National Grid site.
- Timescale and programme details to be determined by 30th November 2006.

#### Funding

- 2nd Quarter grant submitted to GOL on 12/10/06.
- PID has now been updated with further consideration to reflect an up-to-date costing and milestone profile for 2006/07 spend.

#### Contract/PQQ

- Implementation to be carried out in 3 phases.
- Advert sent out for expressions of interest for the Spine Road construction contract produced 25 contractors wishing to be included in the short list for tenders to be invited, of which 16 submitted a PQQ and the analysis of the returned PQQs produced 10 contractors passing the PQQ. This list has been reduced to 5 contractors that would be invited to tender for the works.
- A Quantity Surveyor has been appointed to oversee contract documentation.
- A Planning Supervisor has been appointed to produce the pre-tender Health and Safety risks.

## Regeneration Stream Board

### (6) COUNCIL OWNED LAND

#### PROJECT DESCRIPTION / OBJECTIVES

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

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

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

**Project Budget:** £280k

**Forecast spend:** £280k  
**Spend to date:** £66k

#### MANAGEMENT SUMMARY

##### Progress/Issues

##### Tottenham Town Hall

- Report and development partner agreed by The Executive on 31<sup>st</sup> October. Steering Group will now progress scheme details within overall brief.

##### Hornsey Town Hall

- Following Executive approval, development marketing and planning briefs have now been signed off. Work is underway towards marketing and advertising the scheme in mid November.

##### Hornsey Depot

- Following steer from Members on approach to securing development partner, a further report will be submitted to Executive on 21<sup>st</sup> November.

##### 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.

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

**Project Sponsor:**  
Andrew Travers

**Project Manager:**  
Dinesh Kotecha

## Regeneration Stream Board

### (7) WARDS CORNER

#### PROJECT DESCRIPTION / OBJECTIVES

- To develop Wards Corner.
- To improve the public open space that adjoins Wards Corner.
- To support other regeneration initiatives in the area.
- To work with the lead partner to achieve optimum community benefits.

**Original End Date:** March 2009

**Current End Date:** April 2010

**Project Budget:** £TBC

**Forecast spend:** £TBC  
**Spend to date:** £TBC

#### MANAGEMENT SUMMARY

##### PROGRESS:

- Continue site acquisition
- Ongoing work to produce a revised scheme
- Update and review project timetable
- Review regeneration benefits
- Working on the basis for securing the necessary public subsidy to deliver the scheme.

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

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

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

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

**Project Sponsor:**  
Justin Holliday

**Project Manager:**  
Jane Chambers

## Regeneration Stream Board

### (7) WARDS CORNER CONT.

#### **Budget and Resources:**

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.

#### **Issues:**

- Achieving the land acquisition within the projected costs
- Scheme costs and the basis for delivering the required public subsidy
- Planning permission and CPO consent
- The potential for unfavourable public/community/business response to proposals
- An improved transport interchange

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:**

The overall rating is Amber. The risks to the Wards Corner development are:

#### **Timescales:**

- 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 – Consultants have identified an envelope within which a development can take place without any significant breach of rights of lights
- Development costs – The mixed land ownership on the site has resulted in high land assembly costs. The cost of development will need to be carefully considered and thereafter tightly controlled, to avoid any resulting adverse impact on viability
- Mayoral support for the scheme – The Mayors tool kit will be used to ensure that the scheme addresses any issues which should be considered prior to referring the development to the GLA.
- Engineering – The site is subject to complex engineering constraints due to the configuration of the tunnels, booking hall and escalators. These constraints limit the size and height of the building and have implications on construction techniques and development costs.

## SECTION 2 – CHILDREN AND YOUNG PEOPLE STREAM BOARD

### Children & Young People Stream Board

#### (1) BUILDING SCHOOLS FOR THE FUTURE

#### LEVEL 1 PROJECT

#### PROJECT DESCRIPTION/OBJECTIVES

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

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

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

Original End Date: 2011  
End date last month: 2011

Current End Date: 2011

Original Budget: £182.28m  
Revised budget: £177.17m  
(Total project budget to 2010/11: £177m)

Spend to date: £9.177.17

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

#### MANAGEMENT SUMMARY

- **Timescales:** There are tight timescales for creating briefs for designers and to issue OJEU notice for MSP.
- **Budget:** There is a need to work through the budget plan, and formalise the management process – this is in hand, and the amber traffic light is intended to denote uncertainty, rather than concern.
- **Issues and risks:** R&I will be marked as amber until the implementation of formal risk and issue management processes are in place for the next stage of programme.

#### Progress

- Approval of the Outline Business Case was received on 2<sup>nd</sup> November. This releases the funding for phase 1. The bid for phase 2 is being evaluated and confirmation is expected during December. The value of the two waves is £178,782,000. The variance from £165,160,000 is 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.

**Project Sponsor:**  
Andrew Travers

**Project Manager:**  
Gordon Smith

## Children & Young People Stream Board

### (1) BUILDING SCHOOLS FOR THE FUTURE CONT.

- Preparations for managing the implementation are progressing. Lead managers have been designated for the three main streams of activity – transformation, construction, FM and ICT, for procurement and for the Program Support Office.
- Reporting arrangements and formats for monitoring of progress against plan and budget, and for risks and issues are being re-vamped.
- Procurement of the design team partner framework (evaluation) and construction partner framework (tender receipts) and ICT managed service provider (issue of OJEU notice) are on track. Other procurements in hand include ICT advice for the building design stage and programme delivery resource.
- Construction of the 6th Form Centre remains on target for cost and time and so does the procurement of the school site.
- Intensive work is taking place with schools to finalise design requirements

## Children & Young People Stream Board

### (2) PRIMARY SCHOOLS CAPITAL PROJECTS

#### LEVEL 1 PROJECT

#### PROJECT DESCRIPTION/OBJECTIVES

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

**Original End Date:** Various dates against the programme of projects

**Current end date:** Various dates against the programme of projects

**Project Budget 06/07:** £10.5m  
**Revised budget 06/07:** £10.794m

**Spend to date:** £3.438m  
**Forecast spend:** £9.941m

#### MANAGEMENT SUMMARY

#### Coldfall

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

#### Overall programme

- The capital budget, to be submitted in January 2007, will reflect increased costs and re-phasing on these projects.
- All projects, being large and multi-year, have been designed as a series of self-contained stages to give flexibility whilst external (DfES) forward funding commitments are uncertain, and to consequently minimise risk to the projects and the council's finances.
- Due to the Comprehensive Spending Review (CSR07) presently being undertaken by HM Treasury, DfES is unable to give formal capital funding commitments until next financial year. Correspondence has been received from DfES to inform us of this, whilst also giving their opinion that spending will not fall in the period 2007-10.
- This funding uncertainty is the primary risk to this programme.

#### Coldfall Expansion

- Project is proceeding to planned programme
- The construction works are approximately 99% complete on phases 1 & 2.
- Project manager is concerned the figures reported might still vary, has requested a full report on the projected final account from the cost consultant and anticipate receiving the report by the end Nov '06.

**Project Sponsor:**  
Ian Bailey

**Project Manager:**  
Brendan Wells

## Children & Young People Stream Board

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

#### Tetherdown

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

#### Tetherdown

##### Status / Budget / Risks:

- As reported to the Executive, tenders for Phase 1 were higher than planned for the Phase. The Project Manager has reported a risk that this cannot be recovered in Phase 2, consequently both the budget and the risks are reported as 'amber'.

#### Progress

- The overall project is in delay against original programme. This has led to a proposed change to admission arrangements in September 2007 subject to a decision by the Schools Adjudicator.
- 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 and floor slabs at upper levels are progressing.
- Steelwork for upper floors is being installed.
- Drainage has been installed with pipework evident in the areas completed to date.
- Services ducts have been installed across existing playground.
- Contractor aiming to be watertight by Christmas 2006.
- No adverse reports received from school, neighbours or the public

#### Coleridge

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

#### Coleridge

- Planning Application was submitted on 14 November 2006.
- The planning application includes significant amount of survey and recommendations on all aspects of the proposals. Consultation will increased up to 14 November 2006, and continued during the planning period (8 -10 weeks). Planning Committee scheduled for 22 February 2006.
- The Stage C design and cost report has been signed off by PM. Cost report is approx £500k over budget but value engineering process commenced. Although there are concerns re. the budget, the situation is recoverable because this project is at an early stage. Budget and risks are therefore reported 'amber'.
- Stage D design is progressing.
- The current cost estimate is £6.3m. Any increase needed will be considered by Executive as part of the January budget round.
- Need to review impact of: transport and road safety, procurement and planning.
- Consultation events planned.

## Children & Young People Stream Board

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

#### Broadwater

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

#### Crowlands: Insurance reinstatement after fire

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

#### Broadwater Farm

- Final project budget will not be agreed until 2008-09 formulaic capital resources confirmed. This pushes back statutory consultation process and in turn the planning process.
- DfES will be approached regarding further slippage and re-phasing of the £5.0m grant drawdown.
- Budget sufficient to re-provide Primary SEN facilities and shared new entrance, kitchen, dining and resource area only, with some modernisation to BWF Primary (toilets etc)

#### R A G Status

Timescale: Project delayed by plan to phase both TCF projects commencing secondary scheme at WHL (White Hart Lane) first. WHL scheme now subsumed into BSF plan for whole WHL campus. Slippage could endanger external funding.

Issues: The original proposal is not achievable within original timescale as Consultation will not start until February 2007.

#### 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.
- A temporary all weather pitch has been designed and built in Markfield Park. This facility compensates Gladesmore Community School for loss of their sports pitch on which a temporary school has been built, opening in April 2006.
- 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 structures and coverings are complete, dormer windows being installed, building watertight.
  - Internal trades commenced in earnest. Internal partitions providing room layouts. Mechanical and electrical installation progressing.
  - ICT consultant working with school and designers to define structured cabling and telephony solutions.

## Children & Young People Stream Board

**(3) CHILDREN'S NETWORKS**

**LEVEL 1 PROJECT**

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

### PROJECT DESCRIPTION/OBJECTIVES

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

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

Original End Date: Dec-2006	Current end date: Mar-2008	Original Budget: £5.181m	Spend to date: Not stated
End date last month: Mar-2008		Revised Budget: £4.259m	Forecast spend: Not stated

### Children's Networks

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

### MANAGEMENT SUMMARY

#### Timescale

The Project is on track in line with the milestones set out in the PID. A number of key milestones have been met; in relation to extended schools, the development and implementation of a common referral form, feasibility studies around Phase Two Children's Centres and in progress towards meeting the deadline for submission of our project bids to the Big Lottery Fund Play Fund allocations

#### Identifying new Phase 2 Children's Centres in Haringey

It is crucial to involve all sectors, as well as schools, in the development and delivery of Children's Centre Services. An invitation to submit and expression of interest to work with the Council and other partners to deliver Children's Centres was extended to voluntary, private and school settings in the areas not already served by a Phase I Centre. Expressions of interest were received from 24 settings and initial visits were arranged to assess suitability and opportunities to develop as a Centre or as a satellite/extended school.

**Project Sponsor:**  
Dr Ita O'Donovan

**Project Manager:**  
Robert Singh

## Children & Young People Stream Board

### (3) CHILDREN'S NETWORKS CONT.

#### Children's Centres

Month This	Month Status Last	Status	Time scale	Budget	Resources	Issues	RISKS
R	N	A	R	A	A	A	R

#### Budget

The Children's Networks do not manage a specific budget as such but draws on and influences the work of a number of service teams who have their own set budgets and budgetary control systems in place.

#### Children's Centres

There were a number of problems in the undertaking of the Phase I projects. Six local Sure Start Programmes were established in Haringey, each with just over £1m of capital funding. LBH is the accountable body but each local programme was set up to make its own decisions on projects with LBH only managing the larger capital projects. Together with the new Children's Centres funding, a total of over 50 projects were undertaken during 2001-2006. Over this period funding was drawn together from 14 funding streams totalling more than £15m, all with different terms and conditions of funding and reporting structures.

This complexity created a number of issues, which contributed to the Phase I overspend and are now being addressed in Phase II

- More than 50 individual projects – in Phase II there is a small number of projects
- Local autonomy – all projects are now centrally controlled and managed; there are two Development Managers to ensure local involvement but with central control
- Local decision making – consultation with stakeholders is taking place within clear guidelines to ensure there is clarity over the 'client' relationship and eliminate previous problems such as 'design drift'
- Complex funding streams – in Phase II there are only two funding streams, children's centre capital and funding raised by schools
- Reporting structures were too complex in Phase I – we no longer have external reporting requirements and now have a simplified and clear reporting structure – a revised structure is being drawn up in consultation with corporate finance
- The financial situation to-date, which will be finalised for presentation to the Executive in December, is on page 10.

## Children & Young People Stream Board

**(3) CHILDREN'S NETWORKS CONT.**

**Resources**

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

Agreement has been secured with the Network Learning Communities to employ, temporarily, a team of Family Support Workers who will be directly line managed through the Children's Networks. The services of a PA have been secured to support the Networks, funded by way of the central administration budget

**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 is 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 but this is not our preferred option except in the case of Fortis Green ward where we have no suitable identifiable accommodation and Enfield Council has a developed provision nearby.

**Risks**

Children's Centres

The main risk is whether there is sufficient capital to develop all 8 new Phase Two centres and in the management of the Phase One overspend. 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.

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.

## Children & Young People Stream Board

<b>(4) YOUTH SERVICE IMPROVEMENT PROJECT</b>	<b>PROJECT DESCRIPTION/OBJECTIVES</b> <ul style="list-style-type: none"> <li>Develop an 'excellent' and accessible Youth Service as defined in the Youth Service Improvement Plan</li> </ul>																						
<small>Original End Date: July 2007 End date last month: July 2007</small>		<small>Actual End Date: July 2007</small>		<small>Original Budget: £1.8m</small>		<small>Spend to date: £Info pending Forecast Spend: £Info pending</small>																	
<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <td style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 8px;">Month This</td> <td style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 8px;">Month Last</td> <td style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 8px;">Status</td> <td style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 8px;">Timescale</td> <td style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 8px;">Budget</td> <td style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 8px;">Resources</td> <td style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 8px;">Issues</td> <td style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 8px;">Risks</td> </tr> <tr> <td style="background-color: yellow;">A</td> <td style="background-color: yellow;">A</td> <td style="background-color: yellow;">A</td> <td style="background-color: green;">G</td> <td style="background-color: green;">G</td> <td style="background-color: green;">G</td> <td style="background-color: yellow;">A</td> <td style="background-color: green;">G</td> </tr> </table>	Month This	Month Last	Status	Timescale	Budget	Resources	Issues	Risks	A	A	A	G	G	G	A	G	<b>MANAGEMENT SUMMARY</b> <p>The Youth Service Action Plan has been signed off.</p> <ul style="list-style-type: none"> <li>All full time staff have received training in: Project Planning and accreditation which means that all staff are preparing all face to face sessions. This will be quality assured in November/December 06 to ensure that there is a consistent level of quality across the Service.</li> <li>Examples of good practice have been identified for all full time staff and they are visiting those projects (mainly in other London Boroughs)</li> <li>19 young people have received training in the Youth Opportunities/Capital Fund. They have produced application forms and will be responsible for the allocation of the £340K budget. (Closing date for current round of applications is 3.11.06)</li> </ul> <p><b>Issues:</b></p> <ul style="list-style-type: none"> <li>Timescale for p/t staffing reorganisation has been extended due to longer consultation period (due to possibility of redundancies). All staff wishing to be considered have been interviewed. Awaiting agreement from the Unions.</li> <li>Skills audit of current staffing has shown that there is insufficient skills and experience within the service to deliver a balanced curriculum. Mitigation: vacancies created following p/t reorganisation will be filled with new, more experienced appointees.</li> <li>Still not achieving BVPI targets. Mitigation: using individual targets to track individual performance relating to contact, participation, recorded outcomes and accredited outcomes.</li> <li>From April 2008 the funding of the support for young people moves from Connexions to the Local Authority. Currently contracts are in place with Prospects Services Re-tendering of the contract with Prospects and Futures (careers company), currently Haringey is the contracting body for these companies across Barnett, Enfield, Waltham Forest as well as Haringey. By agreement this process can be phased from April 2007.</li> </ul>						
Month This	Month Last	Status	Timescale	Budget	Resources	Issues	Risks																
A	A	A	G	G	G	A	G																
<p><b>Project Sponsor:</b> Janette Karklins</p> <p><b>Project Manager:</b> Belinda Evans</p>																							

## SECTION 3 – WELL BEING STREAM BOARD

### Well Being Stream Board

<b>(1) E-CARE</b>							<b>PROJECT DESCRIPTION/OBJECTIVES</b>							
							<ul style="list-style-type: none"> <li>Implementation of Framework-I (FW-I), a web-based social care workflow case management system in July 2005 to replace CI system</li> <li>Ensure that reliable operational and managerial information is produced for Council and Statutory reporting requirements.</li> <li>Have a consistent use of best practice across Social &amp; Children's Services and enable the quality of social work practices to improve.</li> <li>Facilitate 'joint working' by providing staff from external health agencies to access case information within Framework securely.</li> </ul>							Phase 2 End Date: Dec-07
							End date last month: Dec-07				Forecast spend: £1788k			
							<b>MANAGEMENT SUMMARY</b>							
Month	Month Status	Last Status	Time scale	Budget	Resources	Issues	Risks	<ul style="list-style-type: none"> <li>The initial phase of 'AS-IS' workshops were completed as planned on 13/10. The second phase of workshops commenced on 31/10 with the project team reviewing findings (captured from the initial workshops), with the respective service areas in order to validate / approve these. The validated 'AS-IS' analysis work will be used as the basis for establishing / proposing the 'TO-BE' systems design, due to commence in November.</li> <li>A data migration scoping strategy has been jointly developed with Corelogic and this will be reviewed with key service stakeholders. This strategy will be presented to the November project board for review and approval. Once this has been 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 / service staff.</li> <li>A Change Management strategy has been developed and reviewed with OD&amp;L, and this will also be presented to the November project board for review.</li> </ul>						
G	G	G	G	G	A	R								
<p><b>Project Sponsor:</b> Catherine Galvin</p> <p><b>Project Manager:</b> Andrew Rostom</p>							<p><b>Issues</b></p> <ul style="list-style-type: none"> <li>The AS IS analysis work undertaken to date has revealed that some staff have not been recording information correctly on FWI. A summary of findings from this analysis will be presented to the November project board for discussion as these issues will need to be addressed and owned by the respective service managers to ensure they are resolved promptly (with eCARE support where appropriate).</li> </ul>							

## Well Being Stream Board

**(1) E-CARE CONT.**

### Risks

- It has been identified that some system configuration changes could potentially be made to SAP, in order to reflect changes arising from the corporate restructure project. This could present a significant risk as no definitive statements have been made as to the scope of potential change, and the associated timescales for when these could / would be implemented. Though it is unlikely that any significant changes will be made to SAP during this financial year, major changes made shortly thereafter, would impact on the implementation of Phase 2 (specifically Systems configuration and Data Migration).

## Well Being Stream Board

### (2) COMMUNITY CARE STRATEGY IMPLEMENTATION

**Project Sponsor:**  
Mary Hennigan

**Project Manager:**  
David Bray

### PROJECT DESCRIPTION/OBJECTIVES

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

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

**Current End Date:** May-07

**Project Budget:** £5.65m

**Spend to date:** £2.650m  
**Forecast spend:** £5.65m

#### Osborne Grove

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

### MANAGEMENT SUMMARY

#### Osborne Grove (New Build 32 Bed Respite Care Home)

- The sixth contractor site meeting was held on the 25<sup>th</sup> October 2006. The contractor has reported a 5-6 week delay in the delivery of the roof trusses. As per the previous report of three weeks delay the contractor maintains overall programme is on target for the contract end date of 25<sup>th</sup> March 2007.

#### The Red House

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

#### The Red House (refurbishment)

- Occupation has been achieved and a practical completion date of the 2<sup>nd</sup> October 2006 is agreed.
- A large percentage of the snagging list is complete with the remaining items to be completed by the end of November.
- All residents relocated to Cranwood and Broadwater moved back on the 25<sup>th</sup> and 26<sup>th</sup> of September 2006 respectively.
- The Fire Officer site visit is complete.

#### Broadwater Lodge

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

#### Cooperscroft (TUPE)

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

## Well Being Stream Board

### (3) COMMUNITY CARE STRATEGY IMPLEMENTATION

#### Cranwood

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

#### Trentfield

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

#### Cooperscroft

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

#### Cranwood

- Refurbishment complete.

#### Trentfield

- The conveyance is scheduled to complete on the 3rd November 2006.
- £3,300,333.00 to be received from the purchaser; Mr Ourris.

**SECTION 4 – BETTER HARINGEY STREAM BOARD**

Better Haringey Stream Board							
(1) <b>BETTER HARINGEY ESTATES IMPROVEMENT PROGRAMME</b>	<b>PROJECT DESCRIPTION/OBJECTIVES</b>						
	<ul style="list-style-type: none"> <li>To create a 4-8 year Estates Environment Improvement Strategy and Action Plan.</li> <li>To engage other Housing providers in the development and delivery of the Strategy.</li> <li>To establish and deliver the £880k 2006/7 BHEIP programme.</li> <li>To deliver £300k Campsbourne Estate project.</li> </ul>						
<b>Original End Date:</b> May 07 <b>End date last month:</b> see current		<b>Current End Date:</b> May 2007 – for publication of 4-8 year strategy and associated action plan(s)		<b>Project Budget:</b> £1.346 million (2006-07)		<b>Spend to date:</b> £310k <b>Forecast spend:</b> £1.346m	
Risks	Issues	Resources	Budget	Timescale	Status	Month Last	Month This
G	G	A	G	G	G	A	G
<p><b>MANAGEMENT SUMMARY</b></p> <ul style="list-style-type: none"> <li>2006/7 works programme consultation and preparation under way.</li> <li>Initial consultation meetings have started and introductory newsletter calculated, but some delay on S20 leaseholder consultation process.</li> <li>£323K additional Neighbourhood Renewal Fund (NRF) funding bid submitted including £160K lighting Ferry Lane and Northumberland Park.</li> <li>Development of 4 – 6 year strategic plan has started and led by HfH. Proposed use of groundwork to pilot area approach to planning renewal, focussing on Millicent Fawcett Estate.</li> </ul> <p><b>Resources</b></p> <p>Work on development of longer term strategic plan has started with Homes for Haringey (HfH) reviewing overall capital programme, which may lead to a level of slippage into 2007/8.</p>							
<p><b>Project Sponsor:</b> Steve Clarke</p> <p><b>Project Manager:</b> John Morris</p>							

## Better Haringey Stream Board

<p><b>(2) DELIVERING ENVIRONMENTAL IMPROVEMENTS ON HOUSING ESTATES IN HARINGEY</b></p>	<p><b>PROJECT DESCRIPTION/OBJECTIVES</b></p> <p>The overarching objective is to deliver immediate improvements to environmental services on estates in preparation for the ALMO inspection. In the longer term, the objective is to ensure that environmental services delivered by the Council on Haringey housing estates are high quality, effective and provide value for money. The project aims to support strong joined up working between Homes for Haringey, Environmental Services and Neighbourhood Management. The key areas of work in the programme are;</p> <ul style="list-style-type: none"> <li>• Waste management and street cleaning on housing estates;</li> <li>• Grounds maintenance, street lightning and play provision;</li> <li>• Enforcement on housing estates;</li> <li>• Performance management; and</li> <li>• Area based working.</li> </ul>						
<p><b>Original End Date:</b> April 07 (HfH inspection) <b>End date last month:</b> N/A</p>		<p><b>Current End Date:</b> April 07 (HfH inspection)</p>		<p><b>Project Budget:</b> N/A contained within existing departmental budgets</p>		<p><b>Spend to date:</b> N/A <b>Forecast spend:</b> N/A</p>	
Month This	Month Last	Status	Timescale	Budget	Resources	Issues	Risks
G	N	G	G	G	G	G	G
<p><b>MANAGEMENT SUMMARY</b></p> <p>Following approval of the Project Initiation Document at the September Better Haringey Member Working Group a series of small officer groups has been set up to deliver each of the work-streams. Start up meetings took place during October where officer membership, scoping and action plans were agreed and are now being implemented. Key areas of work in progress include:</p> <ul style="list-style-type: none"> <li>• A comprehensive estates inspection to identify priority open green spaces for improvement (landscaped, re-planted etc) and identification of funding – proposed programme of work complete.</li> <li>• Provision of training for HfH estates officers to enable them to tackle a range of enforcement issues.</li> <li>• Briefings for HfH estates officers on arrangements for joined up working with ES and Neighbourhood Management.</li> <li>• Audit and review of current ES performance data available – identification of gaps and improvements required by HfH.</li> <li>• Preparation for the roll-out of extended recycling facilities on housing estates.</li> <li>• Joint meeting HfH, ES and neighbourhoods to identify and draw up a list of priority estates for environmental improvements.</li> </ul>							<p><b>Project Sponsor:</b> Jackie Thomas</p> <p><b>Project Manager:</b> Joanna David</p>

## Better Haringey Stream Board

### (3) 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  
**End date last month:** March '07

**Current End Date:** Ongoing programme of work

**Theme Budget:** £217.95k (06/07)

**Spend to date:** £74k  
**Forecast spend:** £217.95k

#### MANAGEMENT SUMMARY

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

Co-managed by the Better Haringey & Neighbourhood Management teams, Clean Sweep delivered a wide range of activities in the West Green & Bruce Grove neighbourhood between 2 – 4 November. Support was given by the following services: Waste Management, Highways, Enforcement, Neighbourhood Wardens, Parks, Youth Offending Service, Corporate Communications, BTCV, Family Mosaic, Homes for Haringey and Accord. Publicity took the form of flyers, posters, Haringey People article, Haringey website, word of mouth and a presentation at the local Area Assembly meeting. Key activities undertaken included:

- A door knocking exercise conducted by the neighbourhood team in the month leading up to the campaign.
- 6 streets received a deep clean comprising of gully cleansing, street cleansing, pavement sweeping, weed removal, jet washing and an additional bulky waste collection from front gardens.
- Involvement of pupils from Bruce Grove Primary School in a mini-junior wardens scheme and bulb planting.
- Enforcement of environmental ASB / crime with a rapid response vehicle to collect reported fly-tipping.
- Youth Offenders painted a community room on the Broadwater Farm Estate.
- Community lead clear ups on Milton Road and Carlingford Road.

**Project Sponsor:**  
Joanna David

**Project Managers:**  
Jon Clubb  
Deborah Hogan

## Better Haringey Stream Board

**(3) COMMUNICATIONS  
& EVENTS**

Work is commencing on a joined up campaign on recycling and waste reduction through the Christmas Period and into the new year.

Date for summer Green Fair event has been agreed with Members as 7 July 2006.

**Issue**

An alternative methodology for BH Survey is being investigated, including incorporating our core questions into the Council's Tracker Survey – the next survey is due to take place in February 07.

## Better Haringey Stream Board

### (4) ENVIRONMENTAL CLEANLINESS & ENFORCEMENT

#### PROJECT DESCRIPTION/OBJECTIVES

- To undertake a frequent and high profile programme of clean up activities targeting borough 'grot spots';
- Encourage resident involvement in community clear up and improvement activities;
- Identify all major 'eyesores' that have a negative impact on the local amenity and the environment
- Provide at least one free collection of bulky waste per year to all eligible households; and
- Move from unsatisfactory standards to satisfactory standards for the performance indicator for litter and detritus (BVP1199a),

**Original End Date:** Various dates against the programme of projects

**Current End Date:** Various dates against the programme of projects

**Theme Budget:** £454,574

**Spend to date:** £153,877  
**Forecast spend:** £454,574

#### MANAGEMENT SUMMARY

##### Eyesores Programme

- The survey of 51 bridges in ownership of Network Rail was completed on target.
- Discussions have taken place with Network Rail regarding the [further] notices previously served to prevent pigeons from roosting under bridges at Bruce Grove and the junction of Seven Sisters Road with St. Ann's Road.
- Network Rail has applied for an extension of time to erect effective fencing to stop recurrences of rubbish dumping alongside the alleyway from Forster Road to St. Loys Road. It will now be installed to a height of 3.3 metres. They have been instructed to deal with other vulnerable sites in the area.
- Survey of other land owned by Network Rail has progressed and shall 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.
- Details of an appeal lodged by Bridisco with regard to a notice to deal with derelict land under their ownership as an 'eyesore' in White Hart Lane has been reviewed and considered by a Heavy Enforcement Team officer with the Head of Legal Services.
- A survey of Industrial estates has taken place. Additional work is in progress.
- Monthly review of actions taken.

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

**Project Sponsor:**  
Joanna David

**Project Managers:**  
Deborah Hogan  
Rob Curtis  
Zoe Robertson  
Emma Smyth

## Better Haringey Stream Board

**(4) ENVIRONMENTAL  
CLEANLINESS &  
ENFORCEMENT**

Community Clear Ups

- Project on schedule, with Community Clear Ups completed covering 12,234 households within Stroud Green, Tottenham Green and Tottenham Hale wards.

Mobile Clean Up Teams & Street Cleaning

- Project is on schedule. A rolling programme of work is in place and being monitored by Waste Management Services. Since September the team have been tasked to improve areas on a Neighbourhood basis, as part of the Clean Sweep project.

## Better Haringey Stream Board

### (5)IMPROVING GREEN & OPEN SPACES

#### PROJECT DESCRIPTION/OBJECTIVES

- To raise the standard and profile of parks and open spaces in line with the 8 green flag objectives;
- improve quality, safety and general environment of Haringey's 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.

**Original End Date:**

Various dates against the programme of projects.

**Current End Date:**

Various dates against the programme of projects.

**Theme Budget:** £1462.8k (not including Chestnuts which is tbc)

**Spend to date:** £365.3k  
**Forecast spend:** £1436.8k (not including Chestnuts)

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

#### MANAGEMENT SUMMARY

Open Spaces Improvement Programme Status this month: **G**

- The largest tender package (fencing) is complete and awaiting approval from Corporate Procurement before it is released to tender.
- Soft landscaping/small open space projects have begun and materials are currently being installed or delivered to site.
- Noel Park Playground has completed main construction and awaiting final snagging.
- Wood Green Landscape Project is awaiting Councillor approval of consultation review and works are scheduled to start within the next two weeks.
- Archway Road Brief is complete and sent off for review by architect.

**Project Sponsor:**

John Morris

**Project Managers:**

Don Lawson  
Andy Briggs  
Paul Ely

## Better Haringey Stream Board

**(5) IMPROVING GREEN & OPEN SPACES CONT.**

Sport & Leisure Services – Strategic Renewals Status this month: **A**

- 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 believed the final account will be within the agreed value.
- Specifications have been worked up for the replacement of the filtration systems at both TGLC & PRLC
- Planned Budget remains £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.
- **Timescale** - All projects may experience slight slippage due to confirmation of final account works still planned for Dec 06 / Jan 07.
- **Budget** - Settlement of the final account of year 1 has been escalated to directors in LBH & AYH & C&B to ensure resolution within agreed limits.
- 2k additional cost was incurred to draw up further architectural and conceptual drawing in October in order to better inform the consultation process.
- **Issues** - Consultation commenced at Park Road, this presented a difficult exercise and a further forum has been scheduled for Thursday 3<sup>rd</sup> November to confirm finer detail of proposed plans and answer questions raised in October. It is expected that tender documentation will be drawn up and released during November subject to final account of year 1 being satisfactory/within agreed limits.
- Floodlight refurbishment has been placed on hold pending further detailed inspections of structure and view as to whether it is cost effective to proceed in light of WHLCSC future plans/vision.

Chestnuts Park Play Improvement Project Status this month: **G**

**Timescale / Issues**

- Wynne Williams have been appointed as the landscape architects to take forward the scheme. We are currently working in partnership with Wynne Williams and the NDC to identify priorities for the funding that has been provisionally allocated to the project.
- The spending profile for this project is NDC £300k; Recreation Services £120k; Big Lottery Fund £120k; London Marathon Trust £20k.
- The NDC have confirmed they have £300k to put towards the scheme.
- The London Marathon Trust have confirmed £20k to put towards the scheme.
- Funding bids have been submitted for Haringey's capital resources and the Big Lottery Fund

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## Better Haringey Stream Board

### (5) IMPROVING GREEN & OPEN SPACES

Parks & Open Spaces Hygiene Status this month: **C**

- Staff levels reduced to permanents only.
- Cleanliness Index monitoring covering all aspects of ENCAMs monitoring (litter, graffiti, detritus). Continuing to report only on litter until 12 month trial period is completed. Very good results – above index target of 80.
- Area Officers monitoring in accordance with ENCAMs methodology.

Groundwork Stage 2 Pilot Programme Status this month: **A**

- This Programme Project has 2 strands of work focusing upon specific sites renewal and preparation of longer term Groundwork Business Case, developed through the existing Groundwork Steering Group.
- **Timescale / Issues** – Briefs have been agreed for the four sites and stakeholder engagement, master planning and procurement preparation are now underway.

'Parkforce' Resource Review Status this month: **A**

- Significant park definition agreed, significant parks identified, assessment of current activities completed, individual park 'resource assessment' completed, and draft framework completed
- **Timescales / Resources** – Some research activities and consultation delayed from September until November due to other priorities .e.g. HfH Self Assessment, Capital bids, Recruitment. However, the overall project completion date remains on track.

## Better Haringey Stream Board

### (6) SUSTAINABILITY

#### PROJECT DESCRIPTION/OBJECTIVES

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

**Original End Date:**  
Various dates against the programme of projects.

**Current End Date:**  
Various dates against the programme of projects.

**Theme Budget:** £435k

**Spend to date:** £92.4  
**Forecast spend:** £435k

#### MANAGEMENT SUMMARY

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

#### Climate Change Action Plan & Projects

- SLA for NRF has now been received.
- Climate change officers group (project group) had its first meeting in 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 took place in November.
- An officers / members meeting with external speakers being planned for 1<sup>st</sup> 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.

#### 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.

**Project Sponsor:**  
Steve McDonnell

**Project Managers:**  
Sule Nisancioglu  
Zoe Robertson

## Better Haringey Stream Board

### (6) SUSTAINABILITY

- Promotional materials and new service leaflets are being developed. Stillage recycling service leaflets and green garden waste service leaflets have been printed. New leaflets for estate recycling collections are in production.

#### Estates Recycling

- This project will serve the Northumberland Park and Seven Sisters areas with an estates recycling service covering approx. 3,000 households with a doorstep commingled service, and a further 3000 households with near entry recycling bring banks.
- The final stages of project planning are underway and roll-out of the new estates recycling service is planned for late November.
- Planning is taking place in partnership with HfH.
- Budget in 2006/7 is £65K, with current spend at end of Period 6 - £nil – spend is profiled from November 2006 to March 2007.

## SECTION 5 – HOUSING STREAM BOARD

### Housing Improvement Partnership Board

<b>(1) REPAIRS PROCUREMENT</b>	<b>PROJECT DESCRIPTION/OBJECTIVES</b> <ul style="list-style-type: none"> <li>To achieve the procurement of a value for money responsive repairs and maintenance service for Haringey's tenants and leaseholders.</li> <li>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.</li> <li>High level objectives for this project are to:                             <ul style="list-style-type: none"> <li>establish and confirm resources to oversee development of service specification, appointment of external resources and the procurement process</li> <li>develop and implement a housing repairs procurement strategy that adopts modern procurement practices that aim to secure value for money and efficiencies.</li> </ul> </li> </ul>							
	<b>Original End Date:</b> Apr-07 <b>End date last month:</b> Apr-07		<b>Current End Date:</b> Apr-07		<b>Project Budget:</b> £100,000		<b>Spend to date:</b> £10,000 <b>Forecast spend:</b> £100,000	
Month This	Month Last	Status	Time scale	Budget	Resources	Issues	Risks	<b>MANAGEMENT SUMMARY</b>
G	G	G	G	G	G	G	A	<b>Progress</b> <ul style="list-style-type: none"> <li>OJEU notice published and PQQs issued</li> <li>Regular pattern of staff briefings and information to Trade Unions in place</li> <li>Residents identified for evaluation of submissions</li> </ul>
<b>Project Sponsor:</b> Stephen Clarke  <b>Project Manager:</b> Martin Hctor Ridge and Partners								<b>Timescales</b> <ul style="list-style-type: none"> <li>RAG status has changed from Red to Green as programme shows that market testing and award will occur in time for the Audit Commission inspection</li> </ul>
								<b>Issues and Risks</b> <ul style="list-style-type: none"> <li>November and December are crucial months for the collection of data and finalisation of service specification and tender documents required for the tender:                             <ul style="list-style-type: none"> <li>Finalise TUPE position for HfH staff, vehicle maintenance, customer services and external repair contracts</li> <li>Vehicle leasing arrangements</li> <li>Confirmation of arrangements for contractor use of Council IT systems and depots</li> <li>Confirmation of relationships with Customer Services if external provider(s) appointed.</li> </ul> </li> <li>The cost of a new provider may exceed the budget available in the Housing Revenue Account medium term financial strategy</li> </ul>

## Housing Improvement Partnership Board

### (2) ADAPTATIONS PROJECT

#### PROJECT DESCRIPTION/OBJECTIVES

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

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

**Current End Date:** Dec-06

**Project Budget:** £2,350m

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

#### MANAGEMENT SUMMARY

- Framework I went-live in November 2006
- £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 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
- Contingency plan needs to be drafted if funding is not secure for council property adaptations 07/08 onwards and £1,450,000 has been put into the PBPR.
- On-line catalogue is not going to be operational for the foreseeable future. A review of equipment is needed and technical difficulties need to be resolved before this can be progressed.
- 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.

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

**Project Sponsor:**  
TBC

**Project Manager:**  
Gary Jefferson

## Housing Improvement Partnership Board

**(2) ADAPTATIONS  
PROJECT CONT.**

- Phase 2 PID developed and signed off by the project board on the 9<sup>th</sup> October 2006.
- SAP materials management went live on 18<sup>th</sup> 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 11<sup>th</sup> October.

## Housing Improvement Partnership Board

### (2) EMPTY PROPERTY PROJECT

#### PROJECT DESCRIPTION/OBJECTIVES

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

<b>Original End Date:</b> Apr-07 <b>End date last month:</b> Apr-07	<b>Current End Date:</b> Apr-07	<b>Project Budget:</b> £40,000	<b>Spend to date:</b> £0 <b>Forecast spend:</b> £40,000
------------------------------------------------------------------------	---------------------------------	--------------------------------	------------------------------------------------------------

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

#### Management Summary

##### Progress:

Some important milestones passed this month – Lettable Standard finalised; review of information held on OHMS/ready for let dates for all voids this financial year; voids process mapped taking into account the implementation of Home Connexions; performance of alternative voids repair contractor reviewed; voids and lettings survey implemented. Furthermore, progress on voids repairs backlog and total number of voids are promising, both reduced. The Year To Date figure for BV212, 'Void turnaround time' is 37.82 days, the lowest so far this year. The monthly turnaround figure is 30.99 days: our YTD target is 27 days.

##### Timescales

Presently amber to reflect the very late completion of the Lettable Standard, but it is due to be signed off in November. New performance management within Voids team also delayed, but presently in the process of recruiting further resource to assist in report writing.

##### Budget

- Budget for additional lettings staff for 07/08 to be identified.
- Increased contractor spend to clear backlog adding pressure to HRA position.
- Budget for lettable standard publication to be identified.

##### Issues

- Consider and manage the impact of Home Connections go live on voids performance.
- Un view of improved performance, revised projection to year end needed.

**Project Sponsor:**  
Jackie Thomas

**Project Manager:**  
George Georgiou

## 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-05  
**End date last month:** 30-May-06

**Current End Date:** Jan-2007

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

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

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

**MANAGEMENT SUMMARY**

This project is now in its post-implementation phase. There are still a number of outstanding issues surrounding it. A full post-project review is expected at the next HIPB meeting (20<sup>th</sup> November 2006) at which point further action can be discussed

**Project Sponsor:**  
Julian Higson

**Project Manager:**  
Graham Cutts

## Housing Improvement Partnership Board

### (3) LETTINGS AND ALLOCATIONS PROJECT

#### PROJECT DESCRIPTION/OBJECTIVES

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

**Original End Date:** Dec-06

**Current End Date:** Dec-06

**Project Budget:** Budget under development

**End date last month:** Dec-06

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

#### MANAGEMENT SUMMARY

Work on a target Allocations Quota, the pointing scheme and impact modeling continues.

The electronic Re-Registration exercise is reaching its final phase in preparation for the production of the Housing Register. Daily contact with key suppliers is being maintained to minimise and address risks and issues.

A number of intervention measures previously agreed have continued to be implemented, including the appointment of 2 consultants with strategic and operational experience in the implementation of choice based lettings schemes.

Key project staff continue to meet daily to drive implementation.

**Project Sponsor:**  
Julian Higson

**Project Manager:**  
Graham Cutts

## SECTION 6 – PEOPLE STREAM BOARD

People Stream Board							
<b>(1) EQUAL PAY REVIEW</b>	<b>Project Description/Objectives</b> To implement a new pay and conditions package that takes account of equal value considerations and meets the 2004 National Local Government Services pay deal for single status harmonisation of manual and officer conditions. To this end the pay and conditions package will deliver the following: <ul style="list-style-type: none"> <li>• A new pay and grading structure with simplified grades and progression criteria</li> <li>• One job evaluation scheme to be used for all staff within a specified pay range</li> <li>• Pay protection arrangements</li> <li>• A set of premium rates to be applied to employees required to work</li> </ul>						
	<b>Original End Date:</b> 31-03-07 <b>Revised End date:</b> 31-03-07		<b>Current End Date:</b> May 2008		<b>Project Budget:</b> £100,000		<b>Spend to date:</b> None <b>Forecast Spend:</b> £100,000
Month	Month Status This	Month Status Last	Timescale	Budget	Resources	Issues	Risks
	G	G	A	G	G	G	G
<b>MANAGEMENT SUMMARY</b> <ul style="list-style-type: none"> <li>• The national pay agreement 2004 for Local Government Service workers ensures that Local Pay Reviews must be completed and implemented by 31 March 2007. The national agreement also specifies that management and trade unions should enter into negotiations, with a view to reaching an agreement on new local pay structures and systems.</li> <li>• 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.</li> <li>• The above proposal has been shared with the Project Board and Trade Union Representatives.</li> </ul>							
<b>Project Sponsor:</b> Andrew Travers  <b>Project Manager:</b> Steve Davies				<b>Timescales</b> <ul style="list-style-type: none"> <li>• Following the initial meeting to discuss the proposal with Trade Union Representatives negotiations are required to be extended beyond the original target date. This is due to the contentious nature of some of the issues in the proposal and the increased length of time needed for negotiations required to reach agreement on these issues.</li> <li>• As the negotiations may take longer than anticipated there may be an impact on the subsequent timescales but at this stage there is no anticipated effect on the project budget. As the project is only in its early stages this will be monitored and reviewed at a later date.</li> <li>• Additional meetings have been scheduled with Trade Union representatives to try to get the timescales back on track.</li> </ul>			

## People Stream Board

<b>(2) INVESTORS IN PEOPLE</b>	<b>Project Description/Objectives</b> <ul style="list-style-type: none"> <li>This project covers the activities to achieve success in the post recognition review for Investors in People Standard by April 2007 and retain liP status.</li> </ul>			
<b>Original End Date:</b> Apr-07 <b>End date last month:</b> Apr-07		<b>Current End Date:</b> Apr-07	<b>Project Budget:</b> £11,000	<b>Spend to date:</b> £600 <b>Forecast Spend:</b> £11,000

Month This	Month Last	Status	Timescale	Budget	Resources	Issues	Risks
G	G	G	G	G	G	G	A
<b>MANAGEMENT SUMMARY</b> <ul style="list-style-type: none"> <li>The Corporate liP action plan has developed based on information gained from the directorates and the staff survey results and other organisational health information. This plan will be used to track progress against the standard and information. This plan will be used to track progress against the standard and inform how various interventions will support re-recognition. Work has begun in the impact groups.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>The risks have an amber RAG status due to concern that the council structure reshaping may affect staff morale. In mitigation change management principles and methods are being applied in reorganisation:                     <ul style="list-style-type: none"> <li>Use of liP framework to support leading, managing and developing staff;</li> <li>OD&amp;L consultants to ensure that liP work continues, if not through MIH then through DMTs.</li> </ul> </li> </ul> <p><b>Progress:</b></p> <p>The project board has met and agreed governance arrangements and resources to help impact projects and has developed an approach and reporting method. Next meeting planned for 21 Nov 06.</p> <p><b>Key Activities in this reporting period:</b></p> <ul style="list-style-type: none"> <li>Action plans for each directorate/business unit, particularly red areas.</li> <li>Work continues in the Impact areas to develop project plans/objectives/outcomes.</li> <li>Development of the Corporate action plan</li> <li>Communication for liP week 6-11 Nov 06</li> </ul>							
<p><b>Project Sponsor:</b> Philippa Morris</p> <p><b>Project Manager:</b> Karen Rowing</p>							

**People Stream Board**

**(2) INVESTORS IN PEOPLE CONT'D**

**Key Activities planned for next reporting period:**

- Evaluation work for level 3 & 4 evaluation to begin, including survey of managers and delegates, report to PSB in Dec 06, on HR courses, Health & Safety and Customer Focus
- Work on People Plans continue
- Impact groups, Away Day sessions planned with each Management Team in Nov 06
- Develop assessment process for managers based on new CF for use in Impact areas
- Identify specific risks brought about by reshaping, develop mitigation plans

## People Stream Board

### (3) CORPORATE HEALTH & SAFETY ACTION PLAN

#### Project Description/Objectives

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

**Original End Date:** 31-03-07  
**End date last month:** 31-03-07

**Current End Date:** 31-03-07

**Project Budget:** £18,000

**Spend to date:** £0  
**Forecast Spend:** £18,000

#### MANAGEMENT SUMMARY

##### Progress

- A tentative date of 28<sup>th</sup> November for the agreed health and training session has been agreed with the Chief Executive. The Project Manager will be discussing course content with training providers on 20<sup>th</sup> November.
- The new Draft Stress Policy has been agreed with all working group members and trade union representatives. The new draft was discussed at the HR Well-Being Strategy Group on 27<sup>th</sup> October It will now be presented to Chief Executive's Management Board on 21<sup>st</sup> November and then to General Purposes Committee on 18<sup>th</sup> December 2006. The Stress Policy Working Group will now operate under the HR Well-Being Strategy Group reporting to the Well Being Officers Working Group. The working group have also now agreed a number of initiatives that will achieve an effective roll-out of the policy once it leaves draft status.
- In order to effectively roll out the new policy, once agreed, the People Steam Board is requested to agree the transfer of this project area to the Well Being Officers Working Group. This will also seek to link the new policy into absence management initiatives being developed by the HR Well Being Strategy Working Group.

**Project Sponsor:**  
Stuart Young

**Project Manager:**  
Dave Cope

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

## People Stream Board

- The E-Learning Software being procured by Organisational Development and Learning is being finalised and will be ready for demonstration during October. The Corporate Health and Safety Team will agree the roll-out strategy with OD&L by 13th October.
- A Social Services representative has joined the Project Board with effect from October 2006.
- The funding for procurement of e-learning software was signed off at the last People Stream Board on 18<sup>th</sup> October. Stream Board requested that specified services should be targeted as part of the roll out strategy in order to achieve demonstrable benefits. The Corporate Health and Safety Team have submitted a roll out strategy to Organisational Development that will require Directorate Safety Liaison Officers to specify priority service areas so that on-line training will be delivered over 3 segments starting from November 2007 with progress reported back to Stream Board at each appropriate period.

### **Budget**

The cost of procuring e-learning software package (£18,000) by Organisational Development and Learning was reported to and signed off by People Stream Board on 18<sup>th</sup> October. There are no further foreseeable funding needs or implications at the present time

### **Risks**

- 1) Necessary Diversion of key stakeholder service resources
- 2) Non-effective progress on Change Management due to Service Change
- 3) Major Incident requiring diversion of Project Team Resources

These risks will remain throughout the life of the Project. Actions to contain the risks are detailed in the Project Initiation Document. No additional risks have been identified during the last Project period.

## SECTION 7 – VALUE FOR MONEY STREAM BOARD

### Value for Money Stream Board

#### (1) ASSETS STRATEGY

#### PROJECT DESCRIPTION / OBJECTIVES

To ensure development and implementation of the corporate Asset Management Plan and the effective provision and utilisation of assets to support the Council's overall objectives.

Specific project objectives are to:-

- Introduce a single framework for the corporate management of property which will increase the efficiency and effectiveness of building management.
- Rationalise the accommodation portfolio and provide office space which is suited to modern ways of working.
- Review of Commercial and Community Building portfolios to align them with Council priorities and value for money objectives

**Original End Date:** Dec-2008  
**End date last month:** Dec-2008

**Current End Date:** Dec-2008

**Original Budget:** £2319k  
**Revised Budget:** £3063k

**Spend to date:** £388.4k  
**Forecast spend:** £2435k (£518k variation carried over to 2007/08)

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

#### CORPORATE MANAGEMENT OF PROPERTY

The change management programme has commenced and meetings with Building and Finance Managers are taking place with all Key Stakeholders. These meetings help to ensure that the project team is fully informed and aware of customers' requirements whilst ensuring that Stakeholders are consulted at all stages of the project.

All property assets have been programmed into the planned maintenance module of Manhattan database which is now undergoing extensive testing.

The risk register has been revised to include the transfer of Health & Safety risk arising from non-availability of financial resources to deal with urgent repairs and maintenance. Financial bids for additional resources have been included in the PBPR.

**Project Sponsor:**  
Andrew Travers

**Project Manager:**  
Dinesh Kotecha

## Value for Money Stream Board

### (1) ASSETS STRATEGY CONT.

#### ACCOMMODATION STRATEGY

Refurbishment of Alexandra House is continuing to timescale. Level 6 is now re-occupied with refurbishment of Levels 3 and 4 in progress.

Work is continuing to establish future accommodation requirements and complete the vacation of buildings (Town Halls and Civic Centre) from Phase 1.

#### PORTFOLIO REVIEWS

PIDs have been adopted for Commercial and Community Buildings portfolio reviews. The latter is subject to report to EAB on 14<sup>th</sup> November.

#### Timescale:

Timescales for the refurbishment of 40 Cumberland Road are not known. A bid has been included in the PBPR for works which would enable the River Park House Model. This work is therefore unlikely to proceed this year. Decant space still needs to be identified.

## Value for Money Stream Board

### (2) PROCUREMENT PROGRAMME

#### PROJECT DESCRIPTION / OBJECTIVES

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

Analysis of annual procurement spend (2004/5) on goods and services has identified key areas for efficiency review. These are Bought in Legal Services, Temporary Accommodation, Training Consultants, Marketing and Communications and Transport Services.

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

**Current End Date:** Apr-2007

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

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

#### MANAGEMENT SUMMARY

- The October PPB was cancelled due to lack of attendees and lack of progress on projects due to report back to Board.
- The Transport project is progressing and there will be a report to VfM Stream Board In November on progress to date.
- Management information is being generated globally and by directorate/BU by Hays.
- Information on savings being generated is currently showing a figure of £75k per month and will be included in the financial feedback.
- Agenda items for September and October have been carried forward to the meeting of the 9<sup>th</sup> November.

**Project Sponsor:**  
TBC

**Project Manager:**  
Michael Wood

## Value for Money Stream Board

### (2) PROCUREMENT PROGRAMME CONT.

#### DETAIL:

##### **Transport Services**

Project team meetings and Project Board meetings have taken place in this period. A revised PID has been circulated for comments and will be taken to November Board Meeting for sign off. The deadline for the PQQ return has now expired and 27 returns have been received and evaluated. Invitation to tender are due to be sent out on November 6<sup>th</sup>.

##### **Training Consultants**

PID to be bought to the 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.

##### **New Wins- carried forward from August PPB.**

New areas for savings have been identified as:

- Social service care
- Voltage optimiser
- FM Contracts

## Value for Money Stream Board

### (3) USE OF RESOURCES

#### PROJECT DESCRIPTION / OBJECTIVES

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

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

**Original End Date:** Dec-06

**Current End Date:** Dec-06

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

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

#### MANAGEMENT SUMMARY

- The project will implement the Use of Resources Action Plan.
- The cost, performance, perception matrix was presented to management board on the 24<sup>th</sup> October. Four efficiency reviews were selected for 2006/7. These are benefits and local taxation, learning difficulties, mental health and street cleaning.
- Queries from the Audit Commission regarding the Use of Resources self assessment are currently being answered.
- Results of the Use of Resources and Value for Money assessments will be known in December 2006 but will not be published until February 2007.

**Project Sponsor:**  
Gerald Almeroth

**Project Manager:**  
Kevin Bartle

#### Timescales:

- The review of effectiveness and costs of debt recovery was due to be completed by March 2006. This is still outstanding. A first draft exception report was presented to the Use of Resources Project Board meeting and revisions have been requested. A revised report will be presented to the Debt Recovery Board and Use of Resources Project Board in December.

## Value for Money Stream Board

### (4) BENEFITS & LOCAL TAXATION VFM REVIEW

#### PROJECT DESCRIPTION / OBJECTIVES

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

Original End Date: February 2007

Current End Date: February 2007

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

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

#### MANAGEMENT SUMMARY

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

The review started in September and this is the second Project Highlight Report covering the period 1 – 31st October 2006.

The key activities undertaken during the period are outlined below:

- Project plan finalised by allocating resources and launch at Project team meeting.
- Available internal finance, performance and productivity information identified and being gathered for BLT and Customer Services.
- Other LA's/providers to be approached to gain relevant benchmarking information identified,
- Data set for benchmarking cost and performance identified and gathering process started.
- Progress on Customer Service Scrutiny review recommendations started.

**Project Sponsor:**  
Paul Ellicott

**Project Manager:**  
Jaine Le Cornu

**Value for Money Stream Board**

**(4) BENEFITS & LOCAL TAXATION VFM REVIEW CONT.**

- Risks:**
- The project requires obtaining information from external sources, to enable benchmarking of Haringey's performance, and to assess other models of service provision and providers.

## Value for Money Stream Board

### (5) TRANSACTIONAL EFFICIENCY.

#### PROJECT DESCRIPTION / OBJECTIVES

##### 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.

##### 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.

##### SAP Upgrade ERP 2005

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

##### Transactional Efficiency

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

**CMS**

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

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

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

**Spend to date:** £65,901  
**Profiled budget to date:** £92,741

#### MANAGEMENT SUMMARY

##### CMS

A formal response has been issued to LogicaCMG confirming that the c-folder functionality will not be used. Vendors will still be able to access and deposit documents securely within the e-tendering functionality. It has been agreed that encryption of data will be added as an extra security measure.

We have successfully completed the first cycle of testing with the Finance Systems Team. The second cycle started on the 23<sup>rd</sup> with the business. Integration testing between SRM and R3 will be carried out in this cycle, stress testing will also form part of the second cycle of testing.

Planning for phase 2 roll out has commenced, with detailed planning being drafted.

**Project Sponsor:**  
Andrew Travers

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

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

## Value for Money Stream Board

### (5) TRANSACTIONAL EFFICIENCY CONT.

#### Business Intelligence

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

#### Risks/Issues:

- There are still configurations changes ongoing while testing is being carried out. Re-testing will have to be programmed in to the project plan on the changes.
- There are issues with the external link for vendors, which are due to be resolved by 3<sup>rd</sup> Nov 2006. UAT will not be able to be signed off until vendors have been able to test this part of the system. UAT sign off anticipated for W/E 10<sup>th</sup> Nov 2006.

#### BI

The work to transfer all data from the R3 box to the BW box has finally been achieved after many weeks delay and server rebuilds by LogicaCMG. This has enabled the work to begin on the validation of the top ten reports. Currently 5 of the reports are working but four are not and one needs to be amended. Two additional reports in addition to the original ten have been created successfully.

Resource from LogicaCMG may be required to complete the development of the original ten reports. BW has a number of standard reports which are to be moved into the production environment. These reports will then be tested, reviewed and released to key users/managers.

Documentation has been provided by LogicaCMG to FST. 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.

#### Upgrade

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

#### UPGRADE

Despite delays with Logica providing the system for HR testing, go-live was successfully achieved on the 28<sup>th</sup> November. To achieve this Logica required four days down time of SAP to upgrade from the old R3 to the new ERP 2005. This meant that the system was not available to the business for two days.

**Value for Money Stream Board**

**(5) TRANSACTIONAL EFFICIENCY CONT.**

**TRANSACTIONAL EFFICIENCY**

- This project has been placed on hold pending further information on the restructure.

**Transactional Efficiency**

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

## SECTION 8 – CUSTOMER FOCUS STREAM BOARD

### Customer Focus Stream Board

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

#### PROJECT DESCRIPTION/OBJECTIVES

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

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

Current End Date: Dec 2006

Project Budget: £6.435m

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

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

#### MANAGEMENT SUMMARY

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

#### Timescale:

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

#### Budget:

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

**Project Sponsor:**  
Davina Fiore

**Project Manager:**  
Lidia Lewis

## Customer Focus Stream Board

### (1) INSOURCING ICT CONT.

**Resources:**

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

**Issues:**

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

**Risks:**

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

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

## Customer Focus Stream Board

### (2) CUSTOMER SERVICES STRATEGY

**PROJECT DESCRIPTION/OBJECTIVES**

- The Customer Service Strategy aims to ensure that 80% of contacts with customer services (including the website and automated telephone lines) will be resolved at the first point of contact and that access will be offered across more Council services, working towards 80% of all customer contacts.

<b>Original End Date:</b> March 2006 <b>End date last month:</b> March 2009	<b>Current End Date:</b> March 2009	<b>Project Budget:</b> Development work is funded from mainstream funding and the net revenue effect is nil.
--------------------------------------------------------------------------------	-------------------------------------	--------------------------------------------------------------------------------------------------------------

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

**MANAGEMENT SUMMARY**

- The partial fix for Parking Permits is in place at CSCs. Thanks to efforts from Central IT Services we are now able to print 2hr Visitor Vouchers as well as all other permits at all CSCs.
- A Report on options to achieve 'customer present' ePayments in CSCs has been prepared for consideration by Customer Focus Stream Board.
- The go-live date for Enforcement has been moved from the 1<sup>st</sup> November to the 21<sup>st</sup> November to allow an extended period of go-live support for PEPPS.
- PEPPS went live in the Call Centre and NTCSC with the exception of the viewing plans service and access to iBuild. Until public access PCs are in place at all CSCs the interim process for viewing plans involves calling down planning officers based at 639 High Road. An Exception Report will be presented for consideration at Customer Focus Stream Board.
- To enable the Service to focus on improving operational performance, the Customer Services Strategy will not be progressed until October 2007. This will result in a delay to the implementation of HALS and Registrars.
- The Siebel Development Release 3 project was delivered on schedule and within budget on Monday 23rd October. Release 4 work is underway with the iWorld and LLPG prototypes due to be presented to key stakeholders by the end of November.

**Project Sponsor:**  
Jane Waterhouse

**Project Manager:**  
Carla Segel

**Achievements**

- Went live with the revised implementation for PEPPS in the Call Centre and NTCSC on Thursday 5<sup>th</sup> October.
- Booking of Pest Control appointments commenced on Monday 9<sup>th</sup> October. Until the MVM Pest Control module is available an Excel Spreadsheet workaround has been created to log bookings. To maintain stability of the solution this service is being carried out by the Service Development Team. MVM will be used by CSOs from 21<sup>st</sup> November.

## Customer Focus Stream Board

### (2) CUSTOMER SERVICES STRATEGY CONT.

- The Siebel Development Release 3 project was delivered on schedule on Monday 23rd October. Included in the release were improvements to address searching, solutions searching (call types and processes) and relating service requests (repeat enquiries). Feedback so far has been excellent.
- Admissions went live as planned on Wednesday 25<sup>th</sup> October.
- All 4 CSCs are now able to print both resident and visitor parking permits.

## Customer Focus Stream Board

### (3) CUSTOMER FOCUS PROJECTS

#### PROJECT DESCRIPTION/OBJECTIVES

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

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

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

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

**Current End Date:** 31 March 2007

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

#### MANAGEMENT SUMMARY

##### WOW! Awards

225 nominations were made within the first three months of the pilot – a response much better than even highest expectations. Only the very exceptional are being forwarded to the WOW! organisation for consideration. Both of the first two submitted were given WOW! Awards – presented to the winning staff by the Leader on 6<sup>th</sup> October. A further 3 have since been awarded and arrangements are in hand for the Deputy Leader to present these.

Given the scheme's success, a report recommending corporate roll out and draft procedures will be prepared earlier than scheduled, hopefully before Christmas.

##### ICS Awards programme

The pilot was launched on 25<sup>th</sup> September and the application / selection process has been completed. This all proved far more time consuming than had been anticipated, despite the extensive forward planning in place. Coaches and practitioners have been matched and all invited along to their respective briefing sessions on 7<sup>th</sup> and 8<sup>th</sup> November. The need to explore a contingent bid for post pilot funding has been flagged with the Head of OD+L.

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

**Project Sponsor:**  
Justin Holliday

**Project Manager:**  
Chris McLean

## Customer Focus Stream Board

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

**Customer Focus Network**

This too was formally launched on 25<sup>th</sup> 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 dependent upon the active interest and support of services, which to date have been extremely disappointing. The first task group – to review the existing Customer Charter – is in the process of being organised.

**Risks:**

No change. 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. A Customer Focus presentation was considered by CEMB on 17th October and further by the Senior Managers' Seminar on 23<sup>rd</sup> October. This is being followed up by the Chief Executive.

Executive

On 19 December 2006

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

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

2.1 I am very pleased to report a balanced financial position again this month, meaning that for the second month running our overall revenue budget monitoring PI is rated green.

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

2.2 73% of indicators are on target or close to the end of year target at the end of October.

2.3 I am impressed by the services part of the scorecard with 42 out of 57 indicators showing an improvement or maintaining performance compared with 2005/6.

2.4 Work needs to be done on Customer Services performance. In October performance deteriorated further to just 17.8% of call centre calls answered within 15 seconds, against a 70% target for the year. In addition, the average queuing time in October increased to nearly two and a half minutes. The Customer Services improvement plan is beginning to make an impact, November's results show an improvement in service response times.

### 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 October 2006 in the balanced scorecard format.

4.2 In summary the balanced scorecard shows that for the excellent service perspective 68% of indicators are on target or close to the end of year target at the end October. For 25 of the 36 (69%) customer focus measures, performance targets are being met or close to being met. For financial health 25 of the 32 measures traffic lighted achieved amber or green status meaning for 78% 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 73% of indicators are achieving or close to achieving target. In addition 73% of indicators have maintained or improved performance since the end of last year.

4.4 The scorecard appendix also now includes some estimated top quartile data (All England) 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 October position, the revenue budget shows a balanced position.

**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 October position, the revenue budget shows a balanced position.

The aggregate capital projected position in 2006/07 is currently projected to under spend by £0.4m.

### **Legal Implications**

There are no specific legal implications arising from this report, however the response rate for freedom of information requests is still below target and 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 October 2006. It is based on the financial monitoring reports prepared for the budget management meetings held on 23 November for period 7 and the service submission of the basket of performance indicators that have been agreed for 2006/07.
- 7.2 The reporting is in the form of a balanced scorecard. The scorecard looks at performance across four dimensions: service excellence, financial health, customer focus and organisational development. The scorecard consists of corporate and service performance measures.
- 7.3 The report includes routine monitoring of unit costs so that performance and costs reflect activity enabling us to make judgements around whether we deliver value for money services.
- 7.4 For 2006/07 the indicators contained within the balanced scorecard include key threshold indicators used in the Council's Comprehensive Performance

Assessment (CPA) and those which reflect the Council's priorities including some key local indicators for the Council.

7.5 Performance data is shown in Appendix 1. Progress continues to be tracked on a monthly and year to date position against the target using a traffic light annotation where:

- green: = target achieved / performance better than planned
- amber: = just below target
- red: = target not achieved / below expectation

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

7.6 The scorecard appendix also includes some estimated top quartile data (All England) 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 51% of indicators are shown as Green, 17% Amber and 32% Red, with 42 out of 57 showing an improvement or maintained performance compared with 2005/06 outturns.

### **8.2 Children and Young People**

8.2.1 Based on the October position the children and young people's spend is anticipated to be within budget at the year end.

8.2.2 As previously reported, there are cost pressures in relation to Looked After Children (LAC). These are being 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. As at the end of October, LAC numbers are 398 (excluding unaccompanied asylum seeking minors), which is a decrease of 2 compared with the end of September. The budget assumption was 365 by the end of March 2007.

8.2.3 The pressure on the commissioning costs of looked after children has reduced by over £150,000 to about £120,000. This has been achieved through a review of expensive placements at the resources panel, which was set up in September 2006. Planned actions in relation to the children, who could be moved into more appropriate and less expensive accommodation, and as identified at these panel meetings, are being implemented. One of these children has now returned home. The total saving from these placements is estimated at £300,000 in 2006/07 and a full-year saving of about £600,000.

- 8.2.4 The asylum position shows a gross shortfall of £3.5m and relates to both children and adults. This is covered by a planned contingency of £1.3m and assumed special case grant claims of £0.8m and £0.5m for 2005/06 and 2006/07 respectively. The net expenditure of £0.9m has been covered by a virement, approved last month, leaving a balanced position. 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. As noted above, 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 £60,000 per annum.
- 8.2.7 As previously reported 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.

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

- 8.2.8 All 66 statements of special educational need, excluding exceptions, issued in the year to October were prepared in the 18 week timescale. When exceptions are included 66 out of 76 (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 October there were 618 or 13.9% of 16-18 year olds who were not in Education, Employment or Training (NEETs) in Haringey. Actions are in place to understand the factors influencing NEET's performance including those whose location is 'not known' as this impacts on the accuracy of the reported figures. The table below illustrates performance on NEETs over the last 3 years.

	Sept 2003	Sept 2004	Sept 2005	Sept 2006
16-18 cohort	7217	6452	6452	6002
Not Known	4484	4095	2101	2026

Not Known	62.1%	63.5%	32.6%	33.6%
NEET	376	501	669	642
NEET	17%	18.6%	15.3%	15.9%

A report updating the Haringey NEET Strategy has been produced by Connexions exploring how we will achieve our target by 2010. It focuses on prevention, intervention and sustainability and looks at four critical factors:

- Effective practice in the use of management information, referral & tracking
- Best practice in advocacy, brokerage and information, advice guidance & support
- Alignment with pre & post 16 supply side: curriculum & progression
- Improved incentives for participation

8.2.10 11.7% of our looked after children had three or more placements as at October '06. This is an improvement on our 2005/06 outturn and exceeds our 13% target as well as placing us inside the best performance banding.

8.2.11 All 33 reviews of children on the register due in October were completed in timescale. (BV162). Excellent performance (100%) has been sustained in this area in the year to date with robust systems in place to ensure this continues.

8.2.12 There were no adoptions in October (BV163) and six in the year to date. The service expect to achieve 23 adoptions this year and are on track to achieve a twelve further adoptions 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 coming months making a possible total of 24 adoptions by year end.

8.2.13 New statutory timescales for Children's and NHS complaints have been introduced from 1<sup>st</sup> September '06 which have reduced 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, Performance on responding to Children's Act complaints exceeded target in October with 83% of complaints received responded to within timescale against a target of 80%. However performance in the year to October at 73% is short of the target.

8.2.14 The cost of service per child for play (£3,564) and early years (£15,164) 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. Following a review of staffing levels and costs for Early Years, the estimated unit cost has been reduced from £16,460 as reported in Period 6. 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 October position is a balanced budget position. The service has now identified measures to contain the previously reported 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, currently the revenue impact is estimated at about £500k. 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 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 Capital is currently projected to spend £0.2m below budget. However, there is a degree of risk associated with some other projects achieving full spend this financial year, e.g. 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.
- 8.3.3 Parking income recovery target is 61% and actual performance to October was at this level.
- 8.3.4 The annual projected cost of household waste collection per tonne is £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:

- 8.3.5 21.9% of household waste was recycled or composted in the seven months to October '06 slightly short of our 22% target for 2006/07. The Audit Commission has recently completed their audit of this indicator and as a result some changes in the calculation of the recycling rate were made. These changes have been applied to this year's indicator, the effect being a slight decrease in the rate reported in October. The October rate of 20.3% may improve further as tonnage information is still being received.
- 8.3.6 The waste tonnage collected for October was maintained at 30 kg per head. Changes in the calculation of the recycling rate also affect this indicator and have been applied accordingly with a slight improvement in the overall indicator for the year. The investigation of tipping information has now been completed and no evidence of out of borough tips were found to be allocated to Haringey.
- 8.3.7 Waste collections missed per 100,000 stand in excess of 3,200 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 October was inside the 130 target.

- 8.3.8 In October 42 out of 50 minor planning applications (84%) were determined in 8 weeks & 87% in the year to date, both exceeding our 83% target and beating the government target (65%).
- 8.3.9 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. As part of the BV199 improvement plan, Encams were commissioned to do an additional survey in October. The wards surveyed were those due for inspection in tranche 3 of the Capital Standards Survey Plan (Dec '06 to Mar '07). No preparatory work was carried out prior to the commissioned additional survey but the score awarded at 33% was better than that already awarded for tranche 1, although still under the 25% target. Encams have also provided verbal feedback on the issues affecting Haringey's BV199 scores and this is being used to identify actions that are needed to improve scores later in the year.
- 8.3.10 Performance on planning application appeals that have been allowed against the authority's decision to refuse permission declined in October with 5 out of 12 cases allowed. Our performance in the year so far at 45% is outside our 30% target for 2006/07. This relates to 37 out of 83 cases from April to October.
- 8.3.11 The number of seasonally adjusted visits to our sports and leisure centres at 1.16 million continues to be above the target of 1.08 million. Attendance at all three leisure centres remains high with income also on track to achieve year end targets. Our sports & leisure service are currently running a marketing campaign to encourage use of the new Health & fitness areas in the lead up to Christmas.
- 8.3.12 The parks cleanliness index of 85 in the year to October continues to exceed the target of 80. Following training, the assessment is now more in line with ENCAMS principles and monitoring arrangements are being amended in line with ENCAMS methodology, to pick up detritus ,as well as litter, which is the focus of this index.
- 8.3.13 The average number of days to repair streetlights was 1.6 days in October well inside target of 3.5 days.
- 8.3.14 Faults relating to power supply handled by our District Network Operator (DNO) - currently EDF – increased in October with the average days to repair the fault at almost 19 days for the month. The year to date position has now increased to 15.8 days although still inside the target 20 days.
- 8.3.15 There were 81 people killed or seriously injured (KSI) in the period January to July '06, 16 of these in July with a marked increase in the numbers from May. The monthly accident statistics are higher than last year with a 50% increase. One accident alone involved 5 individuals, 4 of which were children. KSI numbers in both July and in the 7 months to July scaled up for the year at 135 are now above the 124 target for the calendar year 2006.

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

- 8.4.1 Social Services continues to maintain an expenditure freeze to ensure that only essential expenditure is agreed and this has been successful in ensuring that increases in expenditure have been contained in recent months to a minimum. The projected overspend in Social Services is £0.1m taking account of the £2.4m virement approved last month to cover the overspend reported at that time. The £0.1m increase since period 6 reflects some increases in care provision for clients with mental health needs and clients affected by substance misuse.
- 8.4.2 The context under which Social Services continues to operate is one of significant demand pressures. 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.
- 8.4.3 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.
- 8.4.4 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.
- 8.4.5 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.
- 8.4.6 The performance appendix reports the latest performance figures on some key indicators in Adults' and Older People's services. This shows that:
- 88% of items of equipment were delivered in 7 working days in October, hitting the target after a 3 month decline in performance. The position in the year so far at 87.2% is slightly short of target but places us in the top performance banding. However this is a key threshold measure and a number of our comparator boroughs are performing in the high nineties. (BV56/PAF D54). This should be taken account of when setting targets for 2007/08 in the business planning process.

- 123 adults and older people per 100,000 population were receiving a direct payment as of October, short of the 138 target for the month.. 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. The current performance still places us within the 'good' performance banding between 90<150 and if we achieve our target, we will be in the best performance banding for this measure.(BV201/ PAF C51)
- In the year to October there were 78 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.
- Performance on handling NHS and Community Care Act complaints at stage 1 fell to 67% responded to within timescale in October although performance in the year to date at 79% is just short of the 80% target.

8.4.7 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 the period April to November for 62.37% of clients, the time from initial contact to first contact with the client was less than 48 hours just above the 60% threshold for 2006/07. For 51.12% of clients the time from first contact to completion of their assessment was less than 4 weeks, which although an improvement on previously reported performance is below the key threshold level for this year of 70% and our target of 71%. In the last two to three months we have managed to sustain a position of achieving over 80% for part I of this indicator and over 60% for part ii. Unfortunately as we started from a low base in the first three months of this financial year, this will impact on what can be achieved for this year. If the service continue to deliver this improved level of service delivery for the remainder of the year, it is likely that the 71% average target will be achieved.

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

- Carers for Adults and Older People receiving a carer's break or specific carer's service increased to 5% as at October '06 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% of adults and older clients were recorded as having received a review in the rolling year to October '06. Performance in the year to November is lower at 44% but with an end of year projection of 66% exceeding the 60% target for 2006/07. Most services now have individual action plans with weekly targets set for each service group in the four service areas.

8.4.8 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. It will take some time to produce new reports for all the measures in the scorecard but where data has been calculated on the position in the year so far, this has been included in this report. It is believed that this new method of reporting on performance will present a more robust and reliable representation of the performance position achieved.

8.4.9 The projected improvement on the homelessness general fund budget is £2m as previously reported. This underspend was vired last month to help fund other overspending areas within Council budgets. The improvement on homelessness 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.

8.4.10 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.

8.4.11 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:

8.4.12 BV183a and BV183b measure the average length of stay in weeks that a household at the point of leaving temporary accommodation have spent in bed and breakfast or hostel accommodation, respectively. The indicators only measure households with children or pregnant women, who have spent time in accommodation where facilities are shared with other people.

8.4.13 The average length of stay in bed & breakfast accommodation, is reported as zero weeks as we no longer use this form of accommodation for families.

- 8.4.14 The definition for the average length of stay in hostels includes Hostel provision prior to April '04. When this definition is applied performance as at October '06 remains high at 64 weeks against a target of 35 weeks. However the 35 week target was set based on only counting cases since April 2004. The service is reviewing the use of hostels as temporary accommodation and at present no new families are being placed in shared facility hostels.
- 8.4.15 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.
- 8.4.16 The average re-let time of local authority dwellings reduced further to 31 days in October bringing the year to date position to 38 days. It is unlikely that the 2006/07 target (27 days) will be achieved.

#### Rent Collection

- 8.4.17 Rent collected as at October (BV66a) is projected at 95.9% of rent due for the year against a target of 97.5%. A new performance management regime has been introduced following the creation of specialist income collection teams with focus on ensuring that all appropriate action has been taken where arrears are increasing.
- 8.4.18 The percentage of tenants with more than seven weeks rent arrears reduced slightly to 15.35% in October 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 October 92.27% of responsive repair appointments were made and kept, a reduction on the 97% achieved in September. 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 reduced to 12.8 days in October exceeding our target of 14 days.
- 8.4.22 The percentage of urgent repairs completed within Government time limits reduced to 90.12% in October with a year to date position of 93.3% against a 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 £200k under-achievement of commercial rent income [previously £400k]. 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 October exceeding the 93.75% target for the second month this year. Collection in the second quarter has been consistent with a year to date position just slightly short of the target at 93.5%. Based on the latest estimates of London performance Haringey is now very close to 3<sup>rd</sup> quartile boundary improving from previously bottom quartile performance. (BV9)

8.5.4 The collection of business rates in October at 98.3% was slightly short of the target but the position in the year to date continues to exceed the 99% target placing us amongst the best authorities in London. (BV10)

#### Invoice payments (BV8)

8.5.5 Performance improved in October with 88.7% of invoices paid in 30 days. Whilst still short of the 92% target performance the year to date is now 85.7%. This is being monitored carefully with services to further improve performance.

#### Benefits

8.5.6 The average number of days to process a benefit claim improved to 34 days in October bettering the 36 day target. The revised processes and ongoing initiatives have finally realised a significant improvement in performance. Never the less the performance in the year so far includes the poorer performance earlier in the year and at 45 days is still short of the target. The key is to sustain this level of performance for the remaining year. .

8.5.7 Performance on the recovery of housing benefits overpayments and housing benefits written off are both on target.

### 8.6 Chief Executive's

8.6.1 The revenue budget is projected to underspend by £0.1m largely due to a review of vacant posts. This is in addition to the net underspend reported last month of £0.2m that has been vired to part fund overspends identified in other Council budgets. The net £0.2m was 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. The Legal budget has now been balanced by increasing the budget as part of the virements approved last month.

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 October 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 projected at £2.34 inside the target of £2.40.

- 8.6.4 There were 245 domestic burglaries in October which seasonally adjusted and scaled to an annual equivalent is well inside the target with burglaries in the year to date (1,447) when seasonally adjusted and scaled to an annual equivalent of 2,502 are inside the target of 2,711 for 06/07.

## **9 Customer Focus**

- 9.1 The October balanced scorecard shows 69% of customer focus indicators on or near target. Measures included under this theme include performance on handling complaints and Member's enquiries, call centre performance, responding to freedom of information requests as well as some key perception measures from the Better Haringey survey although these are not reported monthly.
- 9.2 Performance on complaints handling timescales improved significantly in October particularly at Stage 2 (service investigation) In October 196 of the 259 (76%) 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 to 94% in October, with 29 out of 31 complaints resolved within the 25 working day timescale. The year to date position of 75% still falls short of the 80% target. Figures exclude Homes for Haringey performance which is at similar if not lower levels with 67% and 70% of stage 1 & 2 complaints responded to within target timescales.
- 9.3 In October no stage 3 complaints (independent review) were closed but performance in the year to date continues to exceed target with 24 out of 25 completed within the 20 working day timescale.
- 9.4 Of Members' enquiries cases closed in October 256 (86%) were handled within 10 working days, closer to the 90% target. Performance in the year to date remains at 83% with 1746 out of the 2102 cases closed in the year dealt with inside the 10 day timescale.
- 9.5 Freedom of Information (Fol) performance in October reduced to 67% below the 70% target. 66% of Freedom of Information (Fol) requests were actioned within the 20 day timescale in the year to October.
- 9.6 76.2% of Council wide telephone calls were answered within 15 seconds in October, falling just short of the 77% target, although the year to date position of 78% still exceeds the target.
- 9.7 Customer Services performance is continuing to cause concern. In October performance deteriorated further to just 17.8% of call centre calls answered within 15 seconds against a 70% target for the year. In addition, the average queuing time in October increased to nearly two and a half minutes. The Customer Services improvement plan is not yet making an impact in October but November's results show an improvement in service response times.

## 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 increased to 9.4 days in October. Performance in the year to October (excluding Homes for Haringey) at 8.92 days is now just outside our 8.8 day target.

## 11 Performance Summary

11.1 In summary the balanced scorecard shows that for service delivery 68% of indicators are on target or close to the end of year target as at the end of October. For 25 of the 36 (69%) customer focus measures, performance targets are being met or close to being met. For financial health 25 of the 32 traffic lighted measures achieved green or amber status, meaning for 78% of indicators performance levels are achieving target or being maintained at an acceptable level. Our organisational development /capacity indicators including the staff survey results show that for 17 of the 18 (94%) measures, performance is meeting or close to expectation. Overall 73% of indicators are achieving or close to achieving target up from 69% reported in August. In addition 73% of indicators have maintained or improved performance since the end of last year.

## 12 Summary - Budget Monitoring

12.1 Overall revenue budget monitoring, based on the October position, now shows a balanced position.

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

General Fund revenue	Approved Budget	Projected variation
	£m	£m
Children and Young People	215.6	0
Asylum Seekers	0.3	0
Social Services	54.2	0.1
Housing	(1.2)	0
Environment	51.7	0
Finance	9.9	0

Chief Executive's	26.0	(0.1)
Non-service revenue	10.0	0
<b>Total</b>	<b>366.5</b>	<b>0</b>

12.3 Last month 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 In relation to the HRA, the net current revenue projection is an overspend of £139k.

### 13. Capital

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

Capital	Approved Budget	Spend to date	Projected variation
	£m	£m	£m
Children and Young People	45.4	21.8	0.7
Social Services	8.0	1.4	(0.9)
Housing – General Fund	3.2	1.0	0
Housing – HRA	18.2	2.6	0
Environment	17.4	5.2	(0.2)
Finance	5.6	1.5	0
Chief Executive	13.3	3.9	0
<b>Total</b>	<b>111.1</b>	<b>37.4</b>	<b>(0.4)</b>

### 14. Financial administration

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

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

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

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

- for capital, any virement which results in the change of a programme area of more than £250,000.

Key decisions are highlighted by an asterisk in the table.

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

14.4 Proposed virements are set out in the following table:

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
7	Children	Rev	173		Inclusion of agreed asylum grant allocations and spend within the Leaving Care Team.
7	Children, Social Services	Rev	115	172	Transfer of salaries for the Children & Families Contract team.
7	Social Services	Cap*	1,300		Additional budget to reduce the adaptations backlog that is funded from capital receipts and was approved by Executive on 12 September.
7	Children, Social Services	Rev	80		Children & Families contribution towards the cost of E. Care Business Support Team.
7	Children	Rev*	322		Contribution to offset pressure on the SEN budget due to placements of children with autism.
7	Chief Executives	Rev*	200	200	Transfer of Bernie Grant Centre Budget from OD&L to Chief Executive's budget.
7	Chief Executives	Rev	20	20	Adjustment of voluntary sector recharge to the Greek Cypriot Womens Centre.
7	Chief Executives	Rev*	471	471	BSC/ASB grant is no longer receivable in the Strategy budget.
7	Chief Executives	Rev	169		Inclusion of SSCF Community Empowerment Networks spend that is funded from grant by GOL.
7	Chief Executives	Cap*	259		Reduced HERS 2 and 3 funding following mid year appraisal.
7	Chief Executives	Cap	54		Reduced THI funding for Bruce Grove following mid year appraisal.
7	Chief Executives	Rev	34		Additional grant funding from GOL for domestic violence re Haringey Hearthstone nightline.
7	Chief Executives	Rev	30		Additional grant funding from the London Development Agency for the ULVP

					Research & Management project.
7	Chief Executives	Rev	5	8	Reversal of virement from Legal to Customer Services as Customer Services are not going to be dealing with Citizenship Ceremonies questions and booking appointments.
7	Chief Executives, Housing	Rev	37	55	Transfer of budget from Home Connections to Customer Services to pay for services to be provided.
7	All	Rev	135		Reallocation of some NRF budgets to reflect over and underspends.
7	Chief Executives	Rev	30		Transfer of budget from member Services to IT.
7	Chief Executives, Finance	Rev	161		Reallocation of some NRF Well Being budgets.
7	Environment	Cap*	389		Additional TFL funding re school travel plans
7	Environment	Cap	81		£51k Section 278 funding re Lordship Lane Health Centre and additional TFL funding re Travel awareness (£30k).
7	Environment	Rev	54		Additional HLF related spend re Finsbury Park that is funded from income generated from activities in the park.
7	Environment	Rev*	931	931	Revisions to Highways budgets within approved cash limit to reflect current structure and activity.
7	Environment	Cap	35		TFL funded scheme for Wood green Station access development.
7	Environment	Cap*	300		Reduced GAF funding re Hornsey Mortuary relocation to reflect current spend profile.
7	Environment	Rev*	1,684	1,684	Budget adjustment to reflect the recycling contract coming back in house.
7	Chief Executives	Rev	17	17	Transfer of non Members Allowances elements back to Members Services.

## 15. Recommendations

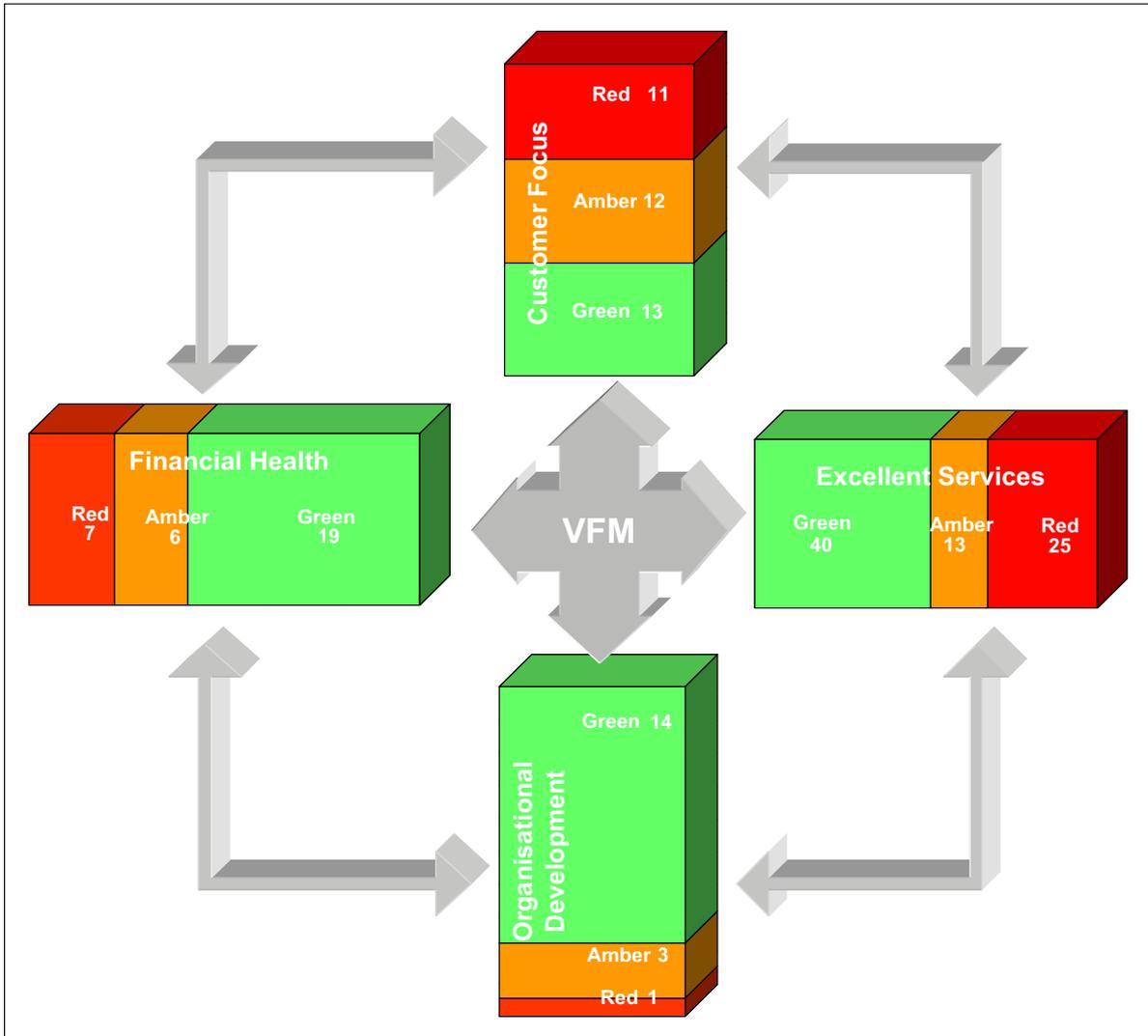
- 15.1 To note the report.
- 15.2 To agree the virements set out in section 14.

## 16. Use of Appendices

Appendix i. October balanced scorecard and Performance summary

October 2006

### Haringey Corporate Scorecard



# Monthly Performance Review - 2006/07

October 2006

Key:

 Same as last year  
 Performance missing target

 Better than last year  
 Performance close to target

 Worse than last year  
 Performance on target

Persp active	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
<b>Children &amp; Young People's Service Monthly indicators</b>																	
Excellent services	BV 43a	<b>% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks excluding those affected by "exceptions to the rule" under the SEN Code of Practice.</b>															2005/06 Est. Top Quartile 100%
		7 cases in September and 66 in April - October															
		100%	100%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100%						<b>Green</b>	<b>Green</b>
Excellent services	BV 43b	<b>% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks including those affected by "exceptions to the rule" under the SEN Code of Practice.</b>															2005/06 Est. Top Quartile 90%
		7 cases on time out of 8 in October and 66 out of 76 in April to October															
		85%	94.1%	77.8%	92.9%	100.0%	87.5%	69.2%	88%							<b>Green</b>	<b>Green</b>
Excellent services	BV 49 A1	<b>Stability of placements of children looked after by the authority by reference to the % of children looked after on 31st March in any year with three or more placements during the year.</b>															Top Band 0<16%
		<i>CPA Key Threshold 2005/06</i> This figure remains well inside the top banding and in line with our target.															
		13%	10.5%	11.1%	11.6%	11.6%	12.1%	10.8%	11.70%							<b>Green</b>	<b>Green</b>
Excellent services	SD44	<b>Proportion of 16-19 year olds not in education, employment or training (NEETs)</b>															National Target 11%
		<i>(Sustainable Development National Indicator 44 - <a href="http://www.sustainable-development.gov.uk/progress/national/44.htm">http://www.sustainable-development.gov.uk/progress/national/44.htm</a> )</i> The figures are due to higher numbers of 17 and 18 year olds showing as NEET. Actions are in hand to analyse the post-16 cohort.															
		14.8%	10.3%	10.6%	16.9%	15.7%	16.7%	15.9%	13.9%							<b>Red</b>	<b>Red</b>
Excellent services	BV 161 A4	<b>Employment, education and training for care leavers: The % of those young people who were looked after on 1 April in their 17th year (aged 16), who were engaged in education, training or employment at the age of 19</b>															Top Band 60%+
		<i>LPSA Indicator Target 65% based on 60-70 clients. This is a cumulative indicator which relates only to those care leavers who turned 19</i> Based on the cohort of young people who are to turn 19 in the remainder of the year, we are on track to achieving the target of 70%.															
		68%	25.0%	62.5%	83.3%	63.6%	62.5%	75.0%	75%							<b>Green</b>	<b>Green</b>

Perspective	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 162 C20	<b>Reviews of child protection cases: The % of child protection cases which should have been reviewed during the year that were reviewed</b> <i>CPA Key Threshold</i> Excellent performance has been sustained in this area in the year to date with robust systems in place to ensure this continues. All 33 reviews due in October took place in timescale															Top Band 100%	
		99%   100.0%   100.0%   100.0%   100%   100.0%   100.0%   100%														Green	Green	100%
Excellent services	BV 163 C23	<b>Adoptions of children looked after: The number of looked after children adopted during the year as a % of the number of children looked after at 31 March who had been looked after for 6 months or more at that date.</b> <i>CPA Key Threshold</i> We expect to achieve 23 adoptions this year. In addition to the 6 adoptions to date, we are on track to achieve a further twelve, all but four of these children are already placed with the proposed adopters. In addition there are at least six special guardianship orders linked to present proceedings which should be granted in the next six months making a possible total of 24.															Top Band 8<23%	
		6%   0.0%   3 adoptions 0.9%   0.0%   2 adoptions 0.6%   0.0%   1 adoption 0.3%   0%														Amber	Amber	7%
Excellent services	L60	<b>SSI 50: % of all children on the register (excluding those missing and registered in the last week of the month) who were visited within the calendar month</b> Improved recording procedures allowing social workers to directly input their visits onto the system should ensure maintained progress																
		92%   87.0%   89.0%   92.0%   95%   89.4%   94.0%   99.3%														Green	96%	
Customer Focus	Local	<b>Children's act complaints - Stage 1 responded to in timescale</b> <i>Target up to Septmeber 06 was 80% in 14 days</i> From 1-9-06 new statutory timescales apply to Children's and NHS complaints. These are: Stage 1: Ten working days with possible extension to 20 days.															80% for 10 days 90% for 20 days	
		69%   67%   67%   67%   0%   86%   71%   83%														Green	Red	
Customer Focus	Local	<b>Children's act complaints - Stage 2 responded to in timescale</b> <i>Target up to Septmeber 06 was 40% in 28 days</i> From 1-9-06 new statutory timescales apply to Children's and NHS complaints. These are: Stage 2: 25 working days with possible extension to 65 days.															40% for 25 days 90% for 65 days	
		8%   None   None   None   0%   None   None   None														Red		
Financial Health	Unit Cost £	<b>Cost of service per child (Play)</b>																
																3,564		
			3,341	3,806	4,197	5,012	3,463	3,483	3,564							Red	2,763	

Perspective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07		
Financial Health	Unit Cost	<b>Cost of service per child (early years)</b>																	
	£		16,687	16,687	16,628	16,517	16,628	16,460	15,164								15,164		
Financial Health	Unit Cost	<b>Cost of service per looked after child</b>																	
	£	£931	£883	£899	£905	£920	£894	£873										£908	
<b>Environment Monthly indicators</b>																			
Excellent services	BV 109a	<b>% of major planning applications determined within 13 weeks (Gov't target 60%)</b>															2005/06 Est. Top Quartile 69%		
		CPA Key Threshold. The low number of major cases means a high percentage change when any miss the target No cases in October. 4 out of 7 on time in Apr-Oct.														57%			
		86.05%	50%	no cases	50%	100%	0.00%	no cases	no cases									Red	82%
Excellent services	BV 109b	<b>% of minor applications determined in 8 weeks (Gov't target 65%)</b>															2005/06 Est. Top Quartile 75%		
		CPA Key Threshold 42 out of 50 on time in October. 275 out of 316 in Apr-October.														87.0%			
		81.52%	89.5%	93.8%	93.1%	87%	80.0%	82.9%	84%									Green	Green
Excellent services	BV 109c	<b>% of other applications determined in 8 weeks (Gov't target 80%)</b>															2005/06 Est. Top Quartile 88%		
		CPA Key Threshold 86 out of 98 on time in October. 785 out of 878 in Apr- Oct.														89%			
		92%	98%	90.6%	92.7%	86%	79.6%	94.5%	88%									Amber	Amber
Excellent services	BV 204	<b>% planning application appeals allowed against the authority's decision to refuse.</b>															2005/06 Est. Top Quartile 25%		
		5 out of 12 in October, 37 out of 83 in Apr-Oct.														45%			
		32%	43.8%	44.4%	38.9%	60%	66.7%	30.0%	41.7%									Red	Red

Perspective	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 215a	<b>Average days to repair street lighting faults (except faults relating to power supply - see below)</b>															2005/06 Est. Top Quartile
		This indicator continues to show consistent excellent performance.															
		1.92	2.08	1.68	1.91	2.96	1.40	1.89	1.59								
Excellent services	BV 215b	<b>Average days to repair street lighting power supply related faults, once they are with our District Network Operator (DNO)</b>															2005/06 Est. Top Quartile 16
		<i>Our District Network Operator (electricity supplier) is EDF</i> Repair times continue to remain within target. However, the upward trend is due to fluctuating demands on EDF's resources. We continue to monitor regularly to keep the monthly performance within the target.															
		21.96	9.75	2.13	3.73	48.71	4.00	15.54	18.95								
Excellent services	BV 218a	<b>% of reports of abandoned vehicles investigated within 24 hrs of notification</b>															2005/06 Est. Top Quartile 91%
		Excellent performance.															
		96.0%	94.2%	100.0%	97.9%	99.6%	100.0%	99.6%	99.3%								
Excellent services	BV 218b	<b>% of abandoned vehicles removed within 24 hrs (from when the LA is legally entitled to remove them)</b>															2005/06 Est. Top Quartile 83%
		Very good performance															
		93%	92.6%	96.8%	100.0%	98%	100.0%	100.0%	98%								
Excellent services	BV 82ai+bi	<b>% of household waste which has been recycled or composted</b>															2005/06 Est. Top Qrtle Lon collect only 27%
		<i>CPA Key Threshold</i> The Audit Commission completed their audit of the recycling indicator for 2005/06 in October. As a result of the audit some changes in the calculation of the recycling rate were made. These changes have been applied to this year's indicator, the effect being a slight decrease in the rate reported in October compared to September. Nevertheless, performance remains very close to target. The October figure may improve as tonnage information is still being received.															
		19.23%	22.10%	23.30%	23.40%	20.7%	22.6%	22.6%	20%								

Perspective	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 84a	<b>Kg of household waste collected per head (seasonally adjusted annual equivalent - actual in brackets)</b> <i>Amber is awarded if performance is top quartile (London 2005/06 est.). CPA upper threshold is 355</i>															2005/06 Est. Top Qrtle Lon collect only 371	
		The changes in the calculation of the recycling rate also affect this indicator and have been applied accordingly with a slight improvement in the overall indicator for the year. The year to date figure is slightly above target. The investigation of tipping information has been completed; there were no miscoded tips found.																
		359.16	370 (actual: 30)	407 (actual: 35)	411 (actual: 34)	376 (actual: 32)	363 (actual: 31)	372 (actual: 31)	357 (actual 30)								Amber	Amber
Excellent services	BV 99a	<b>Number of casualties - People killed or seriously injured (KSI). Seasonally adjusted annual equivalent.</b> <i>Figures here (actuals in brackets) are the latest available from TfL. Trend arrow is from 1994-8 average (161). We had a 50% increase in the same period compared to 2005. One collision alone involved 4 children and one adult.</i>															135(81)	
		2005	Jan	Feb	Mar	Apr	May	Jun	July									
		94	70 (6)	130 (10)	139 (12)	114 (9)	159 (14)	131 (11)	161 (16)								Red	Red
Excellent services	BV 99c	<b>Number of casualties - People slightly injured. Seasonally adjusted annual equivalent (actual)</b> <i>Figures here (actuals in brackets) are the latest available from TfL. Target is from Mayor of London's Strategy. Trend arrow is from 1994-8 average (1010). The level of casualties remains on target.</i>															765 (459)	
		2005	Jan	Feb	Mar	Apr	May	Jun	July									
		712	546 (47)	545 (42)	382 (33)	760 (60)	748 (66)	751 (63)	786 (78)								Green	Green
Excellent services	Was BV 88	<b>Number waste collections missed per 100,000 household waste collections (from Accord)</b>															2000 /01 Top Quartile 28	
		Monthly performance is within target. Owing to strike action the target for the year cannot be met.																
		129.41	113.4	121.1	124.0	126.8	21,759.0	128.0	124.0								Green	Red
Excellent services	Local	<b>Sports &amp; Leisure usage (seasonally adjusted annual equivalent)</b> <i>Figures seasonally adjusted to a profile supplied by Recreation.</i>																
		Attendance still performing strongly in all three leisure centres. Income also on track to achieve year end targets. Sport & leisure currently running a marketing campaign to encourage use of the new Health & fitness areas in the lead up to Christmas.																
		910,749	1,070,115	1,148,567	1,160,349	1,270,635	1,065,089	1,124,811	1,159,420								Green	Green

Perspective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	Local	<b>Parks cleanliness Index</b> <i>to be phased out as BV199 becomes available more frequently</i>															
		Monitoring arrangements being amended in line with ENCAMS methodology, to pick up detritus ,as well as litter , which is the focus of this index														84.92	
		80.92	84.10	86.87	83.70	83.45	86.03	86.00	85.89							Green	Green
Excellent services	CPA E32	<b>Trading standards visits to high risk premises. No done / no due</b>															CPA Upper Threshold 100%
		As there were a lot of visits due to fireworks in this month and some staffing issues our performance has been affected. This should be corrected in the coming months.															
		100%	100% (2 visits)	100% (5 visits)	67% (8 over 12)	367% (11 over 3)	none done or due	100.0%	74%								Amber
Excellent services	BV217	<b>Pollution Control - % of improvements carried out of those due</b> <i>Calculated as 100% minus % of those due not carried out.</i>															
		There are no outstanding improvements required in respect of our Environmental Protection Act permitted processes.															
		100%	100%	100%	100%	100%	100.0%	100.0%	100%							Green	Green
Financial Health	Local	<b>Debt recovery – parking income recovery target (%)</b>															
		Parking income recovery rate continues to be on target.														61%	
			61%	61%	61%	61%	61%	61%	61%							Green	Green
Financial Health	Unit Cost	<b>Projected waste collection costs per tonne</b>															
		Performance in October was above target bringing the year to date figure very close to target of £72.														£72	
		£	£72	£73	£73	£72	£72	£70	£70							Green	Green
Financial Health	Unit Cost	<b>Projected net cost of service per parking ticket issued</b> <i>Surplus shown as minus (-)</i>															
		Net surplus per pcn continues to be on target, because previously reported income shortfalls are to be managed within approved budget.															
		£	-£13.40	-£13.40	-£13.40	-£13.40	-£13.40	-£13.40	-£13.40							Green	Green

Perspective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
<b>Environment other indicators</b>																	
Excellent services	BV 199a	<b>Local street and environment cleanliness (litter)</b> <i>The frequency of reporting this indicator is planned to increase over the course of the year</i> As part of the BVPI 199 improvement plan, Encams were commissioned to do an additional survey in October. The wards surveyed were those due for inspection in tranche 3 of the Capital Standards Survey Plan (Dec 2006 to Mar 07). No preparatory work was carried out prior to the commissioned additional survey but the score awarded was better than that already awarded for tranche 1, although still under target. Encams has also provided verbal feedback on the issues affecting Haringey's BVPI 199 scores and this is being used to identify actions that are needed to improve scores in future.															2005/06 Est.Top Quartile 17%
	37%		40.0%						33.0%							Red	25%
Excellent services	BV 199b	<b>Local street and environment cleanliness (Graffiti)</b> <i>The frequency of reporting this indicator is planned to increase over the course of the year</i> The additional survey commissioned from Encams showed a slightly lower performance for October compared to tranche 1. This information will be used to prepare graffiti removal work programmes aimed at achieving better scores later in the year.															2005/06 Est.Top Quartile 8%
	7%		6.0%						7.0%							Amber	6%
<b>Social Services Monthly indicators</b>																	
Excellent services	Ex. BV 185 HfH	<b>The % of responsive (but not emergency) repairs during the year, for which the authority both made and kept an appointment.</b>															2005/06 Est.Top Quartile 90%
	91%	91.9%	94.51%	91.4%	95.98%	96.1%	97.7%	92.3%							Red	Red	99%
Excellent services	BV 212 LHO 4 HfH	<b>Average relet times for local authority dwellings let in the financial year (calendar days)</b> <i>Similar to Ex BV 68</i>															2005/06 Est.Top Quartile 29
	29.00	33.63	38.04	46.58	90.71	70.51	48.20	30.99							Red	Red	27
Financial Health	BV 66a HfH	<b>Local authority rent collection and arrears: proportion of rent collected</b> <i>Year to date only. Bottom quartile 05/06 London (est) 96.1%</i>															2005/06 Est.Top Quartile 98%
	97%	93.5%	96.0%	95.8%	95.15%	95.6%	95.44%	96%							Red	Red	97.5%

Perspective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Financial Health	BV 66b <b>HfH</b>	<b>Percentage of tenants with more than seven weeks rent arrears</b> <i>Year to date only. Bottom quartile 05/06 London (est) 96.1%</i>															2005/06 Est. Top Quartile 4%
																15.35%	
		13.1%	13.6%	14.2%	14.49%	14.51%	15.1%	15.51%	15.35%							<b>Red</b>	10.0%
Excellent services	(BV73) LHO 6 <b>HfH</b>	<b>The average time taken to complete non-urgent responsive repairs (calendar days)</b> <i>Monthly figures exclude late reporting but the year to date includes late reports for all but the last month</i>															
																13.16	
		13.98	17.71	16.86	11.87	12.63	12.43	14.08	12.83							<b>Green</b>	<b>Green</b>
Excellent services	(BV 72) LHO 5 <b>HfH</b>	<b>The % of urgent repairs completed within Government time limits.</b> <i>Monthly figures exclude late reporting but the year to date includes late reports for all but the last month</i>															
																93.3%	
		98%	95.9%	93.4%	95.2%	92.6%	91.6%	95.0%	90.12%							<b>Red</b>	<b>Red</b>
Excellent services	BV 184a 2007/8 <b>HfH</b>	<b>The proportion of local authority homes which were non 'decent'</b> <i>This pi is measured at the beginning of the year. 05/06 outturn 50% 06/07 outturn 44.7%. Monthly target based on 0.225% reduction each month. 42% target and monthly figures are for 07/08 outturn.</i>															2005/06 Est. Top Quartile 21%
		44.7%	44.5%	44.4%	44.5%	44.5%	44.5%										
Financial Health	Unit Cost <b>HSG</b>	<b>Cost per Private Sector Lease</b>  The increase in cost for PSL and Nightly Rated Accommodation reflects general increases in rental and housing purchase prices that are affecting both Haringey and London as a whole.															
																£ 877.63	
			£872.65	£852.43	£862.57	£866.91	£866.91	£873.01	£877.63								<b>Amber</b>
Financial Health	Unit Cost <b>HSG</b>	<b>Cost per Nightly Rated Accommodation</b>															
																£ 41.29	
			£40.77	£40.71	£40.91	£40.93	£41.10	£41.23	£41.29								<b>Amber</b>

Perspective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	BV 64	<b>Private sector dwellings that are returned to occupation or demolished during the year as a direct result of action by the local authority. (Annual equivalent - actuals in brackets).</b>															2005/06 Est. Top Quartile 56
	HSG	Unusual performance in October occurred due to external pressures on the service. However, we expect to remain on target for the rest of the year.														99 (58)	
		414	48 (4)	132 (11)	156 (13)	36 (3)	204 (17)	108 (9)	12 (1)							Red	Amber
Excellent services	BV 183a	<b>The average length of stay in bed and breakfast accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.</b>															2005/06 Est. Top Quartile 1
	HSG															0	1
		0	0	0	0	0	0	0	0	0						Green	Green
Excellent services	BV 183b	<b>The average length of stay (weeks) in hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.</b> <i>This indicator <b>does not</b> exclude pre 2004 cases as previously reported. National top quartile performance includes LAs with no hostels or homelessness problem.</i>															2005/06 Est. Top Quartile 21
	HSG	The PI counts stays in hostels at <i>any</i> time in the past for families leaving temporary accommodation. At present Haringey does not place any families into Hostel accommodation, but because of historical performance even the second-worst quartile performance is out of our reach. At present Haringey does not place any families into Hostel accommodation. The target was set based on the 2004 cut-off, so will be recalculated to allow for the pre-2004 cases.														64.18	
		67.41	Nil	108.62	Nil	61.8	40.33	77	43							Red	Red
Excellent services	based on BV 213	<b>Approaches from households who considered themselves as homeless to the local housing authority's housing advice service where advice/intervention resolved their situation.</b>															2005/06 Est. Top Quartile Eqv. To 485
	HSG	<i>Annual equivalent (actuals in brackets)</i> Once complete data for September and October is available we are likely to see that performance is on target. Our 2005/06 performance of 383 ranked 2nd in the North London sub-region. National benchmarking is not yet available for BV213 - a new PI in 2005/06. YTD performance is at September.														348 (174)	
		383	264 (22)	324 (27)	156 (13)	828 (69)	444 (37)	72 (6)	no data							Red	
Excellent services	BV 54 C32	<b>Older people helped to live at home per 1000 population aged 65 or over</b>															Top Band 100+
	Soc	We had planned for a drop in performance in relation to this indicator this year. However, this is lower than expected and needs to be investigated further.															
		156	156	156	155	133	113	99.86	97							Red	

Perspective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	BV 55 D40	<b>Adult and older clients receiving a review as a percentage of those receiving a service</b> <i>This is a joint (older people and adults) indicator.</i> This is a priority area of work and under close scrutiny. We have clear action plans and our projections indicate that we will reach our end of year target. We have one service area that is not improving as much as the others and we therefore need to consider a specific improvement programme for that service to bring them up to the standards of the other services.															Top Band 60<90
	Soc	42%	43.0%	42.0%	40.0%	47.6%	51.4%	54.4%	54%							Red	60%
Excellent services	BV 56 D54	<b>% of items of items of equipment &amp; adaptations delivered within 7 working days</b> <i>CPA Key Threshold</i> This is back on track and likely to achieve our year end target.															Top Band 85
	Soc	86%	85.0%	91.7%	96.2%	89%	87%	74.6%	88%						Green	Amber	88%
Excellent services	BV 58 D39	<b>% of people receiving a statement of their needs and how they will be met.</b> <i>Joint Indicator for Adults &amp; Older People - Deleted as BVPI from 05/06</i> We have got to the point where we know that the majority of new clients are receiving a statement of need. The remaining 20% are existing service users who did not receive their statement initially when they were first assessed. We have a programme in place to ensure that these are reviewed during the remainder of the year and staff are instructed to issue a new statement when they carry out these reviews. Our intention is to exceed the target set.															Top Band 100
	Soc	70%	64.0%	64.0%	64.0%	79%	76.0%	80.0%	80%							Amber	84%
Excellent services	BV 195 D55	<b>Acceptable waiting time for assessment - average of (i) % where time from initial contact to first contact is less than 48 hours &amp; (ii) % where time from first contact to completion of assessment is less than or equal to 4 weeks</b> <i>CPA Key Threshold. This PI is based on acceptable waiting times for assessment for new older clients (65+).</i> In the last five months there has been a sustained improvement in performance for this indicator. Unfortunately, performance in the first three months of this year were so poor that this will prevent us from achieving as high an end of year position as we would hope. Staff have been instructed that we expect them to work to a 100% of clients being assessed within the time frames if this happens we should achieve our target for this year.															Top Band 90<100
	Soc	59%	58%	53%	47.6%	47.8%	49.8%	48.8%								Red	71%
Excellent services	BV 196 D56	<b>Acceptable waiting time for care packages - % where the time from completion of assessment to provision of all services in a care package is less than or equal to 4 weeks</b> <i>CPA Key Threshold. This PI is based on acceptable waiting times for care packages for new older clients (65+).</i> Good progress has been made and we are only 1% off of our end of year target- this is achievable															Top Band 90<100
	Soc	80%	78.9%	71.1%	78.4%	82.6%	80.9%	84.6%	86%							Amber	87%

Perspective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	Paf C72	<b>Older people aged 65 or over admitted on a permanent basis in the year to residential or nursing care per 10,000 older people population</b> CPA Key Threshold (using 2004 mid year estimate population of 21,000). Good performance is low. Top banding is <90.															Top Band <90
	Soc	Good performance in this area is a low figure not a high one. The top banding has changed to less than 90- we are therefore classified as a top performing authority for this indicator. However based on these figures we have not reached this year's target. We have decided to carry out an investigation to ensure that the figures being reported here are accurate. This was introduced last year as a new indicator and we want to test that we are collecting information in the correct way.															
		69	34.3	37.0	48.0	63.0	75.4	77.0	78.0							Amber	70
Excellent services	Paf C62	<b>The number of carers for Adults &amp; Older People receiving a carer's break or specific carer's service as a proportion of all Adult clients receiving a community based service</b>															Top Band 12% +
	Soc	This has been a difficult indicator to collect information on as there is some confusion nationally about what should or should not be classified as a service designed for a carer. There is a possibility that changes may happen in relation to this indicator during the year figures currently being reported here. We do know that we are basically undercounting currently while we are waiting for some clarity about what should or should not be included in this return.															
		5%	5.0%	3.0%	2.5%	2.6%	3.6%	4.0%	5%							Red	12%
Excellent services	BV 201 C51	<b>Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (age standardised)</b> CPA Key Threshold															Top Band 150
	Soc	Current performance is in the second top banding a slight improvement has occurred over the last month. October Target 138															
		89	122	124	121	118	117	121	123							Red	150
Customer Focus	Local Soc	<b>NHS &amp; Community Care Act Complaints - Stage 1 responded to within timescale</b> Target up to Septmeber 06 was 80% in 14 days Year to date performance indicates we should manage to achieve our target for this year. From 1-9-06 new statutory timescales apply to Children's and NHS complaints. These are: Stage 1: 10 working days with possible extension to 20 days.															80% for 10 days 90% for 20 days
		71%	100.0%	80.0%	66.7%	80%	33.3%	90.0%	67%							Red	Amber
Customer Focus	Local Soc	<b>NHS &amp; Community Care Act Complaints - Stage 2 responded to within timescale</b> Target up to Septmeber 06 was 50% in 28 days One out of time Stage 2 reply sent in October, YTD 0 out of 4 in timescale. From 1-9-06 new statutory timescales apply to Children's and NHS complaints. For stage 2: 25 working days with possible extension to 65 days.															40% for 25 days 90% for 65 days
		0%	None	0%	None	0%	0%	None	0%							Red	Red

Perspective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Financial Health	Unit Cost Paf B17 Soc	<b>Cost of home care per client</b>															Top Band £11<£15
		£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£20.60						Red	£15.50
Financial Health	Unit Cost Paf B12 Soc	<b>Cost of intensive social care per client</b>															Top Band £415<£55
		£616.00	£632	£661	£712	£729	£724	£712	£730							Red	£590
<b>Finance Monthly indicators</b>																	
Financial Health	BV 8	<b>The percentage of invoices for commercial goods and services that were paid by the authority within 30 days of such invoices being received by the authority</b>															2005/06 Est. Top Quartile 96%
		89%	88.3%	83.3%	83.1%	88.1%	83.08%	87.75%	88.7%							Red	Red
Financial Health	BV 9	<b>The percentage of council taxes due for the financial year which were received in year by the authority.</b>															2005/06 Est. Top Quartile 98%
		Consistent collection performance														93.53%	98%
		93.35%	93.67%	92.98%	93.94%	92.80%	93.70%	94.04%	94.03%						Green	Amber	93.75%
Financial Health	BV 10	<b>The percentage of non-domestic rates due for the financial year which were received in year by the authority.</b>															2005/06 Est. Top Quartile 99%
		Consistent collection performance														99.28%	99%
		98.98%	99.29%	99.40%	99.43%	99.70%	99.90%	99.30%	98.26%						Amber	Green	99%
Excellent services	PM1	<b>Average speed of processing new claims (Standard 36 days)</b> <i>Measured in days</i>															
		The revised processes and ongoing initiatives have finally realised a significant improvement in performance. The key is to sustain this level of performance for the remaining year.														45	
		41	50	56	49	43	42	42	34						Green	Red	36

Perspective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Financial Health	PM7	<b>Performance Indicator for the amount of HB overpayments recovered during the period as a percentage of total amount of HB overpayments identified during the period.</b>															
		Collection of benefit overpayments is on target														59%	
		54%	66%	51%	58%	49%	N/A	N/A	58%							Amber	Green
Financial Health	PM9	<b>Performance Indicator for the amount of HB overpayments written-off during the period as a percentage of total amounts of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.</b>															
		This is a cumulative percentage and the current trend indicates that the target will be achieved.														0.19%	
		4%	2.9%	0.2%	0.3%	0.14%	N/A	N/A	2.14%							Green	Green
Excellent services	PM11	<b>What is the percentage of data-matches resolved within 2 months?</b>															
		Consistent high performance														100%	
		100%	100.0%	100.0%	100.0%	100%	100.0%	100.0%	100%							Green	Green
Financial Health	Fin 1	<b>Overall revenue budget monitoring</b> <i>Net overspend variance under 0.5% green, 0.5% to 1.0% amber, over 1.0% red</i>															
			0.4%	0.9%	1.0%	1.26%	1.23%	0.00%	0.00%								Green
Financial Health	Fin 2	<b>Overall capital budget monitoring</b> <i>Net overspend variance under 0.5% green, 0.5% to 1.0% amber, over 1.0% red</i>															
			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%								Green
Financial Health	Fin 3	<b>Projected general fund reserves – projected unplanned use of balances</b> <i>Under 20% green, 20% to 40% amber, over 40% red</i>															
			12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%								Green
Financial Health	Fin 4a	<b>Treasury management- Exposure to Variable interest rates</b> <i>- Remain within upper limit of 30% = green, between 30% and 50% amber, over 50% red</i>															
			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%								Green

Perspective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Financial Health	Fin 4b	<b>Treasury management - Authorised Limit for external debt</b> <i>- remain within 95% = green, 95% to 100% = amber, over 100% = red</i>															
			91.2%	91.2%	91.2%	91.2%	98.5%	98.5%	98.5%							Amber	
Financial Health	Fin 4c	<b>Treasury management - The Council's operational boundary for external debt.</b> <i>- remain within 95% = green, 95% to 100% = amber, over 100% = red</i>															
			94.3%	94.3%	94.3%	94.3%	101.8%	99.1%	99.1%							Amber	
Financial Health	Fin 5b	<b>Debt</b> £1.3m short against target, Children's £800k (mostly schools) & Leaseholders £350k short. CE & Social on target, Env will be on target in next 2 mths, Fin will hit by EOY. Increase this month due to £325k Gladesmoor, £78k PCT and £65k Pembury debt rolling forward.														↑	
		Target	£8.803m	N/A	£8.293M	£8.038M	£7.783M	£7.528M	£7.273M	£7.018M	£6.763M	£6.508M	£6.253M	£5.998M	£5.74M		
		Actual	£8.803m	N/A	£8.603M	£8.326M	£8.118M	£7.793M	£8,197M								£5.74M
Financial Health	Unit Cost	<b>Cost of office accommodation per sq metre (corporate property)</b>														↑	
		There is unlikely to be much variation in this indicator, it would only change if we gain or lose an office building or if the budget forecast was to project an over/underspend														£214.91	
		£230.13	£214.91	£214.91	£214.91	£214.91	£214.91	£214.91	£214.91	£214.91						Green	Green
<b>Chief Executive's Monthly indicators</b>																	
OD	BV 12	<b>Working days lost due to sickness per FTE employee</b> <i>FTE = full time equivalent. Shown as annual equivalent. The year to date figure includes some late reported sickness inevitably missing from Monthly figures</i>														↑	2005/06 Est. Top Quartile 8.4
		These figures have been restated to exclude HfH in line the BVPI definition. HfH year to date sickness is the annual equivalent of 12.1 days.														8.92	
		10.37	5.59	8.72	8.65	8.69	7.63	8.09	9.4							Red	Amber
Excellent services	was BV 117	<b>The number of physical visits per 1,000 population to public libraries</b> <i>Shown as an annual equivalent.</i>														↓	
																9,636	
		9,850	9,008	10,216	9,340	9,387	9,181	10,057	10,232							Green	Green
Customer Focus	Local	<b>Members' Enquiries, percentage responded to within 10 working days</b>														↓	
		These figures now exclude Homes for Haringey (HfH). HfH year to date figure is 64%, 54% for October.														83%	
		85%	84%	77%	78%	80%	76%	81%	86%							Amber	Red

Perspective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Customer Focus	Local	<b>Local Resolution complaints (stage 1) responded to within 10 working days</b> *05/06 Threshold was 15 days These figures now exclude Homes for Haringey (HfH). HfH year to date figure is 66%															
		80%*	71.6%	69.3%	71.3%	69.5%	73.5%	72.3%	76%						Amber	72.1%	80%
																Red	
Customer Focus	Local	<b>Service investigation complaints (stage 2) responded to within 25 working days</b> These figures now exclude Homes for Haringey (HfH). HfH year to date figure is 69%															
		74%	66.7%	52.9%	77.8%	84%	61.1%	84.0%	94%						Green	74.8%	80%
																Red	
Customer Focus	LCE1	<b>Independent review (stage 3) public complaints responded to within 20 working days</b> *05/06 Threshold was 25 days															
		94%*	100%	100%	83.3%	100%	100%	100%	None						Green	96%	90%
																Green	
Customer Focus	Local	<b>Freedom of information act replies within 20 day time scale</b> From June, this PI excludes HfH FOI requests Second consecutive month above target.															
		65%	66%	59%	54%	66%	71.0%	73.8%	67%						Amber	66%	70%
																Amber	
Customer Focus	Local	<b>Waiting times - % personal callers to Customer Service Centres (CSC) seen in 15 minutes</b> Customer services improvement plan is being implemented, and is starting to have an impact on service response times. November shows the improvement trend is continuing.															
		63%	41.1%	54.1%	47.8%	49.4%	48.3%	35.1%	41.8%						Red	45.2%	70%
																Red	
Customer Focus	Local	<b>Switchboard - Telephone answering in 15 seconds</b> Continuing Above Target.															
		98%	97.9%	96.3%	95.4%	95%	94.3%	93.5%	94.8%						Green	95.3%	90%
																Green	
Customer Focus	Local	<b>Council Wide Position - Telephone Calls answered within 15 seconds as a % of total calls</b> (total includes those that reached the busy signal and unanswered calls) From June, this excludes HfH telephone performance. Year to date position above target															
		79.3%	78.7%	79.7%	79.4%	79.2%	77.5%	75.2%	76.2%						Amber	78.0%	77%
																Green	
Customer Focus	Local	<b>Call Centre: Calls answered in 15 Secs as % of calls presented</b> Customer services improvement plan is not yet making an impact in October, but November's results show an improvement in service response times															
		55%	11.4%	12.7%	33.5%	49.3%	39.0%	22.2%	17.8%						Red	25.5%	70%
																Red	

Perspective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Customer Focus	Local	<b>Call Centre: Calls answered as percentage of all calls presented</b>															
		Customer services improvement plan is not yet making an impact in October, but November's results show an improvement in service response times which follows through into %age answered														76.2%	
		86.2%	66.4%	64.8%	83.0%	91.3%	86.3%	76.2%	70.4%							Red	Red
Customer Focus	Local	<b>Call Centre: Average queuing time</b>															
		<i>Min:Sec</i> Customer services improvement plan is not yet making an impact in October, but November's results show an improvement in service response times														01:54	
		00:49	03:14	02:56	01:17	00:43	01:04	01:56	02:26							Red	Red
Financial Health	Unit Cost	<b>Cost per transaction (customer services)</b>															
		<i>The benchmark is 05/06 out-turn of £4.41.</i>														£4.33	
		£4.41	£4.80	£4.33	£4.08	£4.42	£4.43	£4.37	£4.36							Green	Green
Financial Health	Unit Cost	<b>Cost per visit/interaction (libraries)</b>															
		<i>The monthly figure we are reporting here is the full year projected cost as included in Budget Monitoring not the YTD actual.</i>															
		£2.34	£2.21	£2.02	£2.44	£2.31	£2.32	£2.31	£2.34							Green	Green
Excellent services	BV 126 (part)	<b>Domestic burglaries, annual equivalent seasonally adjusted to 2005/06 figures. Actuals in brackets</b>															
																2,520 (1447)	
		2,851	3,352 (241)	2,949 (240)	2,430 (179)	2,436 (176)	1,879 (174)	2,089 (192)	2,707 (245)							Green	Green

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Agenda item:

**Executive****On 19 December 2006**Report Title: **Financial planning 2007/08 to 2010/11**

Forward Plan reference number (if applicable):

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

- 1.1 To set out details of the draft local government finance settlement for 2007/08.
- 1.2 To consider the implications for the financial planning process.

**2. Introduction by Executive Member**

- 2.1 This reports sets out the revised projections over the period taking into account the draft local government settlement and with a proposed increase in Haringey's share of the Council Tax of 3% per annum. This still shows that the financial position is still very tight with a projected budget shortfall of £12.3m over the 4 years.
- 2.2 We will continue to make representations to the government, in particular about the population projections, the council tax base and the impact of deprivation, however, we are facing some difficult decisions about our priorities over the period.

**3. Recommendations**

- 3.1 That the draft local government settlement be noted.
- 3.2 That the proposed budget changes and variations be agreed.
- 3.3 That the overall resource shortfall, prior to the Executive's final budget package, be noted.
- 3.4 That the issues in respect of council tax, the children's services budget, the HRA budget and the capital programme be noted.

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

Contact Officer: **Gerald Almeroth, Acting Director of Finance, 020 8489 3823**

#### **4. Executive Summary**

4.1 The draft local government finance settlement was received on 28 November 2006. The overall position is broadly as expected.

4.2 There are a number of budget variations, which now need to be reflected in our plans.

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

5.1 None

#### **6. Local Government (Access to Information) Act 1985**

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

- Report of the Acting Director of Finance to the Executive on 4 July 2006 – Financial planning 2007/08 to 2010/11
- Report of the Acting Director of Finance to the Executive on 31 October 2006 – Financial planning 2007/08 to 2010/11
- Draft local government finance settlement 2007/08

#### **7. Background**

7.1 My reports to this body on 4 July 2006 and 31 October 2006 set out the key financial planning issues facing the Council and proposed a process for detailed consideration of four year budget options. Members will recall that the existing budget plans for the four year period 2007/08 to 2010/11 result in a budget gap of £13.6m, with assumed council tax increases of 2.5% in each of the four years. This also assumes existing planned savings of £8.2m are achieved.

7.2 This report provides an update following the draft settlement from government and is in seven sections:

- government support
- budget changes and variations
- savings and investment options
- council tax
- children's services budget (dedicated schools grant)
- housing revenue account budget
- capital programme.

7.3 The report is supported by three appendices:

- appendix A sets out the gross budget trail;
- appendix B tracks the resource shortfall through the financial planning process, and;
- appendix C sets out the draft position for children's services and the dedicated schools grant.

## 8. Government support

8.1 Members will recall that the **revenue grant settlement** for 2007/08 was provided in the 2006/07 budget process as part of the government's proposal to move to three-year settlement announcements for individual local authorities. This is based on frozen or projected data and linked to spending review periods and therefore was initially for two years only, in 2006/07, and 2007/08, pending the comprehensive spending review (CSR) in 2007, which will provide the data for a three year settlement from 2008/09 to 2010/11.

8.2 The current two year settlement was based on some radical changes in the formula that were damaging to the resources allocated to Haringey. The most significant methodology changes were reduced weighting for deprivation in the social services for children sub-block and a new needs formula for younger adults that reduced our resource allocation significantly. There are however specific floors in this part of the formula that restrict the change to a cash standstill.

8.3 The revised formula grant increases for 2007/08 included in the draft settlement are shown in the following table:

<b>Formula grant</b>	<b>2006/07</b>	<b>Original 2007/08</b>	<b>Revised 2007/08</b>
National average increase	3.1%	3.8%	3.8%
London average increase	2.6%	3.5%	3.4%
Floor increase	2.0%	2.7%	2.7%
Haringey increase	2.0%	2.7%	2.7%

Haringey has again received only a **floor increase** for 2007/08. This is the fifth consecutive year in which Haringey has been on the floor.

8.4 In calculating the grant for 2007/08 an adjustment has been made to Haringey's revenue grant starting position for 2006/07. The deduction of £1.2m means that the 2.7% floor increase is measured from this adjusted base. Therefore the actual cash increase between years is only 1.8%. The deduction is explained as a national adjustment in respect of capital financing (borrowing moving to grant) and apportioned across all authorities. Haringey has the largest cash adjustment in London. We do not accept the logic of this adjustment and our response to government on the settlement will give effect to that.

8.5 The majority of funding for education is now through a specific grant known as the **dedicated schools grant** (DSG). The government continues to increase resources to

these services with further above inflation increases announced for the next two years as follows:

<b>DSG per pupil</b>	<b>2006/07</b>	<b>2007/08</b>
National average increase	6.8%	6.7%
Haringey increase	6.8%	6.9%

The final cash increase available will depend on the number of pupils as recorded in the January 2007 count, however this is estimated by the DfES to rise by 1.7% giving a cash increase of 8.6%. The final actual cash increase for 2006/07 was 7.3% based on a pupil number rise of 0.5%. The implications for children's services budgets are explored later in the report.

8.6 Under the Council's policy on **financing of capital expenditure**, increases in support are earmarked to fund the revenue consequences of supported borrowing. Although resources are added to our formula, due to the complexity of the system and the fact that Haringey is well below the floor and is likely to remain below the floor for some time, the Council is unlikely to receive the actual additional revenue support required to service the debt. The large majority of the supported borrowing allowance of £7.95m in 2007/08 is in respect of the capital programme in Children's Services for schools and this translates into additional revenue costs of approximately £0.8m per annum. Consideration may need to be given to options to deal with this budget pressure including not spending the capital at all or only spending the capital if it can be categorised as prudential borrowing in which case it could be charged to DSG.

8.7 Following the draft settlement the key change to the overall general fund position compared to previous assumptions is a net improvement of £0.3m in 2007/08 with an overall reduction in resources of £0.1m over the planning period.

8.8 The draft settlement reflects function changes in respect of specific grants being included in the formula grant. These changes should have a neutral impact, but because Haringey are at the floor it means that no additional grant is received. The adjustment of £0.1m is in respect of Social Services grant for preserved rights.

8.9 Local authorities are able to respond to the draft settlement before the final settlement is issued in January. A deadline of 5 January for responses has been set. Haringey will contribute to the London Council's and LGA responses as part of the wider Local Government response, but will also write directly to the Minister on a number of key issues, including those that we have previously lobbied government on and are set out below.

8.10 It is our view that the **population** projections used in the settlement are under-enumerating the true position in Haringey. In particular the way that international migration and internal migration are counted by the Office of National Statistics. Other indicators (e.g. council tax base and pupil numbers) are clearly showing an increase in numbers whereas the population projections are broadly static.

	2006/07 settlement	2007/08 settlement	No. change
Projected population (ONS)	223,100	222,919	(181)

A particular indicator shows a significant difference, the NI numbers issued to non-UK nationals, which in 2005/06 was a total of 9,580, compared to the ONS figure for net migration out of the Borough of 2,520. The recent mid-year estimate by the ONS for 2005 calculated the population to be 224,500. The Leader wrote to the Secretary of State on this issue in September and it will also be a key feature of our response to this draft settlement.

- 8.11 The government's grant formula also projects the **council tax base** forward based on previous information at 2005. This is important as the extent to which the Council has the ability to raise tax is reflected in the level of resources the government provides (i.e. reduced or increased accordingly). The current position is as follows:

	2006/07	2007/08	Year on year est. increase
Government projection	87,493	88,261	+769
Actual	87,228	87,987	+759
Variation	(265)	(274)	

The above table shows a variation each year between the government's projection and the actual position. As a result of the government not updating the formula with the actual tax base figures Haringey will effectively lose resources of approximately £0.5m over the two years. We will include this issue in our response on the draft settlement. The revised actual position for 2007/08 has now been reflected in the plans and the positive impact is shown in appendix B.

- 8.12 The Council will also include these issues in the contribution to the work on the CSR07 and including other issues such as more recognition for the impact of deprivation within the formula.

## 9 Budget changes and variations

- 9.1 The following budget changes and variations have arisen since the last report to Executive and should now be reflected in budget planning:

- Members are aware that costs in respect of **asylum seekers** continue to impact on the Council's financial position. The current grant thresholds for unaccompanied minors (who can have entitlement to services to the age of 24) do not fully cover the costs incurred. In addition, the Council is incurring continuing costs for adults who remain in the borough and have statutory entitlement to social care services. The Council continues to argue for full government recognition of these additional costs and although we have had some success with special claims there remains an underlying base budget pressure. Current plans assume that the £1m risk contingency is reduced in 2007/08 to a base provision of £0.5m. It is recommended that a further £2.0m is included reflecting the full net cost of the position going forward;
- the government have issued guidance on the subsidy arrangements in respect of **homelessness** and signal their intention to reduce the current thresholds by 5% in 2007/08 with further more extensive cuts from 2008/09 onwards. The

budget variations shown reflect an estimate of the impact of these changes together with the strategy for reductions in the overall numbers of temporary accommodation. The government have also raised the possibility of subsidy claw back from previous years, this will need to be reflected in the risk position in line with the approve reserves policy;

- there continues to be significant increases in **energy costs** nationally, with the current price indices averaging in the region of 40%. Haringey have recently entered into new procurement arrangements and have secured improved contract rates averaging 20% this year. However, these increases are still higher than the 2.5% inflation sums allowed in the plans and therefore a budget variation of £0.5m is included for this purpose, and;
- the inflation provision in the current plans allow for the **cost of pay** to increase by 3% in line with recent years awards. The Treasury have signalled their intention to keep the pay bill down, across all sectors, to their inflation target of 2%. Reductions in our budget plans to a prudent level of 2.5% over the four year period are recommended.

9.2 Members will be aware of the underlying base cost pressure within **Social Services** as reported to Executive in finance and performance monitoring. Work is being done to identify further savings in this area, but it is likely that additional provision will need to be made to cater for the additional service demand. This will be reported with the final budget package.

9.3 The revenue budget is supported by a number of key external funding streams such as supporting people grant and for the Local Area Agreement (LAA), neighbourhood renewal funding (NRF) and safer and stronger communities funding (SSCF). The government is still reviewing the introduction of a distribution formula for the supporting people grant, which could result in significant reductions to Haringey in later years. Announcements have now been made for future years grant as follows:

£m	2005/6	2006/7	2007/8
Supporting people grant	22.148	21.765	20.677
NRF	9.127	8.214	7.863

The elements of the SSCF have not all been fully notified yet, but it is expected that they will be broadly in line with the 2006/07 funding level.

9.4 The position for **supporting people grant** in 2007/08 is as previously advised i.e. that we have received the maximum reduction of £1.1m (5.0%). In strategic terms, the grant is treated as ring-fenced therefore service commitments will need to be reduced in line with grant levels. In respect of **NRF and SSCF** the Haringey Strategic Partnership (HSP) through the LAA will be considering the continuation of existing commitments and new schemes in January. As part of the current LAA planning exercise funding that can be pooled or aligned is being identified with all partners.

9.5 For budget planning purposes there is no growth added to the base for current NRF schemes that may have funding discontinued. Other specific grants are broadly in line with expectations.

- 9.6 The position on specific grants is unclear from 2008/09 onwards and this will be addressed in the CSR07 to be issued in July 2007.

## **10 Savings and investment options**

- 10.1 Efficiency savings totalling £6.2m identified over the planning period were agreed as part of the 2006/07 budget process. Current plans also reflect the full year effect of agreed investment programmes. The pre-business plan review (PBPR) documents, which were released for consultation by Executive on 31 October set out further savings and investment options based on the Council's strategic agenda and risk management issues in each business unit. The planning documents also highlight and review key value for money issues in service areas linking also to the Gershon agenda.
- 10.2 The PBPRs are being considered within the budget scrutiny process and are the subject of consultation with other stakeholders. All views will be considered by the Executive as the budget package is developed and will be reported formally to this body in due course.

## **11 Council tax**

- 11.1 Members are aware that Ministers have made use of capping powers in respect of the budget decisions of a number of authorities in recent years. Ministers have consistently stated that they intend to use capping powers again if necessary. In the draft settlement it is clear that an average increase of below 5% is expected. Ministers have the power to specify criteria upon which they will base their capping decisions, including budget and tax increases over a number of years.
- 11.2 The current plans are based on a council tax increase of 3.0% for each of the next three years in line with the Manifesto commitment. The Executive and Council will need to be mindful of Ministers' views on council tax increases in framing the final budget package.
- 11.3 The Council's current plans assume that any increase in the GLA precept will be passed on to taxpayers. The GLA are preparing a consultation document for release on 14 December. It is envisaged that there will be no additional sums added for the Olympics above that previously agreed.

## **12 Children's services budget – dedicated schools grant (DSG)**

- 12.1 Attached at appendix C is the position for the DSG funded budget. The DSG covers all schools expenditure known as the individual schools budgets (ISB) plus any pupil led expenditure incurred by the local authority. Haringey has received increases of 6.8% in 2006/07 with a further increase of 6.9% per pupil guaranteed in 2007/08. The DfES project a pupil rise of 1.7% for Haringey schools, which would lead to an overall cash increase of 8.6%. The minimum funding guarantee (MFG) is still in operation and for 2007/08 it is 3.7% for all schools. There are additional earmarked resources again in 2007/08 of £2.63m for initiatives such as personalised learning.

- 12.2 The total cash sum available will not be finally known until June 2007 when the official January counts at all of the schools have been verified by the DfES; however, the local authority will ensure that resource predictions are based on the most up to date information. Schools will still be able to set a budget in early February 2007, their resources being based upon their guaranteed unit of resource applied to their latest pupil number count.
- 12.3 The overall position in respect of DSG between the individual schools' budget (ISB) and the local authority functions is set out in appendix 3 and summarised in the table below:

	<b>DSG - ISB £m</b>	<b>DSG - non ISB £m</b>	<b>Total DSG £m</b>
Estimated grant increase	10.871	1.549	12.420
Transfer of resources	0.391	-0.391	0
<b>Total increased resource</b>	<b>11.262</b>	<b>1.158</b>	<b>12.420</b>
PBPR estimated net budget growth including inflation	11.053	1.158	12.211
Estimated headroom	0.209	0	0.209
<b>Total increased costs</b>	<b>11.262</b>	<b>1.158</b>	<b>12.420</b>

- 12.4 The total DSG position is balanced and this includes the additional costs to schools of the PFI contract from the benchmarking exercise. The overall schools budget, funded totally by the DSG, is subject to statutory consultation with the Schools Forum. The views of the Haringey Schools Forum will be considered when finalising the schools budget position to be reported in January.
- 12.5 A request from schools to allocate funds to premature retirement costs is included in the appendix, but has not yet been fully discussed with the Schools Forum.
- 12.6 The use of 'Headroom' (residual funding available following allocation of DSG) will also be the subject of discussion and subsequent recommendation by the Schools Forum. There is presently a proposal to use the funding for allocation to the additional educational needs (AEN) factor, which typically favours schools in more deprived areas, but this will have distributional consequences that will require further consideration.
- 12.7 The appendix demonstrates an allocation of the additional DSG resources to cost pressures and known priorities at this time. The final position is subject to consultation with the Schools Forum and final approval by the Executive as part of the budget setting process.

### **13 Housing revenue account**

13.1 The draft housing revenue account (HRA) subsidy determination has been received and the formula changes result in a recommended average increase of 6.2%. However, there is a maximum cap on the average rent increase of 5.0% with the actual rent increase for each individual property determined by the application of the government's rent restructuring formula. As there are options as to how the average rent increase is limited to 5%, the Council is consulting on the options with tenants.

13.2 In financial strategy terms, the key issues for the HRA are:

- managing the increases in repair costs, particularly in gas maintenance;
- dealing with continued real terms reductions in subsidy levels;
- delivery of savings from the value for money reviews conducted by Homes for Haringey (and the subsequent impact on the general fund of retained fixed costs), and:
- ensuring that improved performance initiatives are adequately resourced in order to achieve the necessary two stars, in particular the demonstration of value for money in the repairs service.

13.3 These issues will be reflected in the budget package to be presented by the Executive in due course.

### **14 Capital programme**

14.1 A draft capital programme is currently being developed, underpinned by asset management plans across the Council. Under current policy, education and housing receive specific supported borrowing resources allocated by government, with any non-specific resources and capital receipts being allocated against priority schemes on a corporate basis. Use of prudential borrowing is restricted to invest to save schemes or other circumstances where borrowing costs can be contained within existing revenue budgets. Investment in highways infrastructure utilising information from the latest asset management plan is one area currently under consideration.

14.2 A consequence of the timing of the CSR07 means that capital resources for 2008/09 onwards will not be communicated until next year, which makes robust planning difficult. The programme assumes a similar base level of resources to that of 2007/08 and the Council will need to carefully consider entering into longer term commitments before funding is confirmed.

14.3 The Children's Services capital programmes reflects significant strategic investments, in particular the Building Schools for the Future programme of £178m for secondary schools and the sixth form centre. There are also significant primary schools capital schemes to deliver the required additional places in our schools.

14.4 The draft programme will include an allocation of corporate resources to deliver strategic priorities. The package will be based on the latest estimates for capital receipts, and will need to reflect reducing levels of right to buy sales. An assumption will need to be made on receipts from strategic sites and delivery of this will be crucial to the funding of the programme.

## **15 Summary and conclusions**

15.1 The revised position for the general fund at the existing planned level of council tax increase is a budget gap of £3.2m in 2007/08 and a budget gap of £12.3m over the planning period.

15.2 The Executive's final proposals for revenue and capital budgets will emerge in the new year following the conclusion of the scrutiny and consultation process.

## **16 Recommendations**

16.1 That the draft local government settlement be noted.

16.2 That the proposed budget changes and variations be agreed.

16.3 That the overall resource shortfall, prior to the Executive's final budget package, be noted.

16.4 That the issues in respect of council tax, the children's services budget, the HRA budget and the capital programme be noted.

## **17 Comments of the Head of Legal Services**

17.1 The Head of Legal Services confirms that this financial planning report is part of the budget strategy and fulfils the Council's statutory requirements in relation to the budget.

## **18 Equalities Implications**

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

## **19 Use of Appendices**

19.1 Appendix A: Gross budget trail

19.2 Appendix B: Resource shortfall tracker

19.3 Appendix C: Children's service dedicated schools grant – draft budget analysis

<b>Gross Budget Trail</b>	<b>2007/08 £'000</b>	<b>2008/09 £'000</b>	<b>2009/10 £'000</b>	<b>2010/11 £'000</b>
<b>Budget brought forward</b>	<b>366,511</b>	<b>384,100</b>	<b>401,323</b>	<b>418,519</b>
<u>Changes and variations</u>				
Inflation	8,000	8,420	8,840	9,260
Agreed in previous years budget process	8,752	2,547		
Changes and variations agreed 4 July 2006	2,750	800	(4,355)	2,648
Changes and variations in this report (see appendix b)	(1,261)	4,250	(750)	(750)
Changes arising from 2007/08 grant settlement	106			
<u>Investments</u>				
2005/06 process	(325)			
2006/07 process	(3,911)	(75)		
Proposed new investments				
	(4,236)	(75)	0	0
<u>Savings</u>				
2005/06 process	(2,892)			
2006/07 process	(2,208)	(3,123)		
Proposed new savings				
	(5,100)	(3,123)	0	0
<u>Dedicated schools grant (DSG)</u>				
Passporting of DSG	11,732	10,787	11,531	12,326
<u>Balances</u>				
Contribution to / (from) balances 2005/06 process	360	(642)		
Contribution to / (from) balances 2006/07 process	(337)			
<b>Gross Council budget requirement</b>	<b>387,277</b>	<b>407,064</b>	<b>416,589</b>	<b>442,003</b>
Less dedicated schools grant (specific grant)	(156,327)	(167,114)	(178,644)	(190,971)
<b>Net Council budget requirement</b>	<b>230,950</b>	<b>239,950</b>	<b>237,945</b>	<b>251,032</b>
<b>Funding</b>				
Council tax (see below)	95,265	98,123	101,067	104,099
Government support - formula grant and NNDR	132,508	136,086	138,808	141,583
	<b>227,773</b>	<b>234,209</b>	<b>239,875</b>	<b>245,682</b>
<b>Resource shortfall/(excess)</b>	<b>3,177</b>	<b>5,741</b>	<b>(1,930)</b>	<b>5,350</b>
<b>Council tax</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Council tax (LBH)	1,127.83	1,161.66	1,196.51	1,232.41
Council tax base (after provision for non-recovery)	84,468	84,468	84,468	84,468
<b>Precept</b>	<b>95,265,544</b>	<b>98,123,097</b>	<b>101,066,807</b>	<b>104,099,208</b>
Rate of council tax increase (Haringey element)	3.0%	3.0%	3.0%	3.0%
GLA rate of council tax increase	n/a	n/a	n/a	n/a
Combined council tax increase	n/a	n/a	n/a	n/a
£ per week increase (Haringey element)	£0.63	£0.65	£0.67	£0.69

<b>Resource Shortfall Tracker</b>	<b>2007/08 £'000</b>	<b>2008/09 £'000</b>	<b>2009/10 £'000</b>	<b>2010/11 £'000</b>	<b>Total £'000</b>
<b>Position at end of 2006/07 process</b>	0	0	0	0	0
<u>Update for 2007/08 process</u>					
Inflation			8,840	9,260	18,100
Capital financing costs	750	800	1,037	1,078	3,665
Estimated increase in revenue support grant			(2,722)	(2,776)	(5,498)
Assumed increase in council tax of 2.5%			(2,409)	(2,468)	(4,877)
	750	800	4,746	5,094	11,390
<u>Changes and variations 4 July 2006</u>					
- increase in pension contributions (1%)			1,060	1,070	2,130
- waste disposal			500	500	1,000
- contingency items	3,000				3,000
- Alexandra Palace	(1,000)		(6,952)		(7,952)
	2,000	0	(5,392)	1,570	(1,822)
Target savings previously reported to be identified	2,862	1,200			4,062
<b>Position as at 31 October 2006</b>	<b>5,612</b>	<b>2,000</b>	<b>(646)</b>	<b>6,664</b>	<b>13,630</b>
<u>Changes and variations now reported</u>					
- reduce inflation assumption for future pay awards	(750)	(750)	(750)	(750)	(3,000)
- homelessness reduction	(3,000)	5,000			2,000
- asylum seekers base underfunding	2,000				2,000
- energy price increases above inflation	489				489
	(1,261)	4,250	(750)	(750)	1,489
<u>Council Tax</u>					
- assume increases at 3%	(458)	(484)	(509)	(538)	(1,989)
- actual increase in tax base at November 06	(822)	(25)	(25)	(26)	(898)
	(1,280)	(509)	(534)	(564)	(2,887)
Impact of provisional grant settlement (28 Nov 2006)	106	0	0	0	106
<b>Position as at 19 December 2006</b>	<b>3,177</b>	<b>5,741</b>	<b>(1,930)</b>	<b>5,350</b>	<b>12,338</b>

	2007/08			2008/09			2009/10			2010/11		
Children's Service Budget Analysis	Dedicated Schools Grant (DSG)			Dedicated Schools Grant (DSG)			Dedicated Schools Grant (DSG)			Dedicated Schools Grant (DSG)		
	ISB	Non ISB	DSG Total	ISB	Non ISB	DSG Total	ISB	Non ISB	DSG Total	ISB	Non ISB	DSG Total
Children's Service Cash Limit (DSG)	£	£	£	£	£	£	£	£	£	£	£	£
Individual Schools Budgets (ISB)	125,737,200		125,737,200	136,841,311		136,841,311	143,874,837		143,874,837	150,324,100		150,324,100
School Standards & Inclusion		7,985,194	7,985,194		8,190,734	8,190,734		7,876,456	7,876,456		8,087,750	8,087,750
Children & Families		4,433,220	4,433,220		4,895,764	4,895,764		5,042,637	5,042,637		5,193,916	5,193,916
Policy, Partnerships, Participation & Performance		1,306,288	1,306,288		1,204,717	1,204,717		440,858	440,858		(22,916)	(22,916)
Business Support & Development		3,241,098	3,241,098		3,639,157	3,639,157		3,748,332	3,748,332		3,860,782	3,860,782
												0
<b>Sub Total</b>	125,737,200	16,965,800	142,703,000	136,841,311	17,930,371	154,771,682	143,874,837	17,108,283	160,983,119	150,324,100	17,119,531	167,443,631
Corporate Council Costs /Overheads		1,999,000	1,999,000		2,057,000	2,057,000		2,118,710	2,118,710		2,182,271	2,182,271
<b>SAP Cash Limit</b>	125,737,200	18,964,800	144,702,000	136,841,311	19,987,371	156,828,682	143,874,837	19,226,993	163,101,829	150,324,100	19,301,802	169,625,902
In year DSG adjustments	(279,000)	(14,000)	(293,000)			0			0			0
<b>Final DSG</b>	125,458,200	18,950,800	144,409,000	136,841,311	19,987,371	156,828,682	143,874,837	19,226,993	163,101,829	150,324,100	19,301,802	169,625,902
<b>BUDGET</b>												
Increased resources from DSG at January 2006 pupil numbers	6,395,172	965,932	7,361,104									0
Increased resources from DSG at January 2007 estimated numbers				5,473,652	799,495	6,273,147	5,754,993	769,080	6,524,073	6,012,964	772,072	6,785,036
Increased resources for Pupil Growth	2,109,007	318,571	2,427,579	0	0	0			0			0
Increased resources for earmarked funding incl. personalised learning	2,367,000	264,000	2,631,000	0	0	0			0			0
											0	0
<b>Indicative DSG 2007/08 with DfES predicted numbers</b>	<b>136,329,379</b>	<b>20,499,303</b>	<b>156,828,683</b>	<b>142,314,963</b>	<b>20,786,866</b>	<b>163,101,830</b>	<b>149,629,830</b>	<b>19,996,072</b>	<b>169,625,902</b>	<b>156,337,064</b>	<b>20,073,875</b>	<b>176,410,938</b>
<b>Increase over SAP cash limit</b>	<b>10,871,179</b>	<b>1,548,503</b>	<b>12,419,683</b>	<b>5,473,652</b>	<b>799,495</b>	<b>6,273,147</b>	<b>5,754,993</b>	<b>769,080</b>	<b>6,524,073</b>	<b>6,012,964</b>	<b>772,072</b>	<b>6,785,036</b>
<b>Budget Changes for year</b>												
Inflation	3,591,600	530,000	4,121,600	4,105,239	599,621	4,704,860	4,316,245	576,810	4,893,055	4,509,723	579,054	5,088,777
Single Status Costs (still to be finally quantified) Note 1			0									0
ISB Growth to MFG	1,050,353		1,050,353	684,207		684,207	719,374		719,374	751,620		751,620
Increased resources for Pupil Growth	2,109,007	318,571	2,427,579			0			0			0
Increased resources for earmarked funding incl. personalised learning	2,367,000	264,000	2,631,000			0			0			0
Recovery of 2006/07 DSG reduction	279,000	41,000	320,000			0			0			0
2006/07 DSG EY increase		(27,000)	(27,000)			0			0			0
Increase in ISB to Indicative	1,041,563		1,041,563			0			0			0
Recovery of PFI benchmarking 2006/07	534,000		534,000	(534,000)		(534,000)			0			0
Additional cost of PFI benchmarking 2007/08	0		0			0			0			0
<b>Pre Agreed Investments</b>												
Sixth Form Centre		(130,000)	(130,000)		(370,000)	(370,000)			0			0
Autism		(75,000)	(75,000)		(125,000)	(125,000)			0			0
Aspergers		(75,000)	(75,000)		(125,000)	(125,000)			0			0
<b>New Revenue Investments</b>												
Campsbourne		90,000	90,000		60,000	60,000		(150,000)	(150,000)			0
Premature Retirement Costs		250,000	250,000			0			0			0
New School Opening Costs			0			0		125,000	125,000		125,000	125,000
<b>New Efficiency Savings</b>												
Primary Behaviour Team			0		(220,000)	(220,000)		(250,000)	(250,000)			0
Secondary Behavior Team		(100,000)	(100,000)		(100,000)	(100,000)			0			0
PSC Secondary			0		(352,000)	(352,000)		(100,000)	(100,000)			0
PSC Primary		(50,000)	(50,000)			0			0			0
Teachers Allocation via Children' Network			0		(128,000)	(128,000)			0			0
Further Efficiencies to be Identified			0			0		(127,000)	(127,000)	457,000	(457,000)	0
<b>Headroom</b>	410,587		410,587	2,778,080		2,778,080	1,413,644		1,413,644	819,639		819,639
<b>Additional DSG/Budget Requirement</b>	<b>11,383,111</b>	<b>1,036,571</b>	<b>12,419,682</b>	<b>7,033,526</b>	<b>(760,379)</b>	<b>6,273,147</b>	<b>6,449,263</b>	<b>74,810</b>	<b>6,524,073</b>	<b>6,537,982</b>	<b>247,054</b>	<b>6,785,036</b>
<b>Notes</b>												
1. The treatment of the costs of single status, once quantified, is still to be determined. In any event they will be chargeable to the overall DSG increase.												

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Agenda item:

**Executive****On 19 December 2006**Report Title: **Libraries, Archive & Museum Service Restructure**

Forward Plan reference number:

Report of: **Assistant Chief Executive (Access)**Wards(s) affected: **All**Report for: **Key Decision****1. Purpose**

1.1 To consider proposals to restructure the Libraries, Archives & Museum Service to reflect national and local priorities, increase local accountability for performance, reduce costs and make the best use of staff resources.

**2. Introduction by Lorna Reith, Executive Member for Libraries**

2.1 Haringey Council appreciates the contribution that robust library, archives and museum services can make to the quality of life of all Haringey residents and is fully committed to ensuring that they are of the highest quality.

2.2 The Council also recognises that the agenda in which the Libraries, Archives & Museum Service operates is changing and that the Service must respond to this in order to continue providing an excellent service.

2.3 This paper sets out a structure to make the most of staff resources and to deliver an excellent service.

**3. Recommendations**

3.1 To agree the proposed structure as a basis for formal consultation with affected staff

3.2 To delegate to the Assistant Chief Executive (Access) or Director of Adults, Culture and Community Services, in consultation with the Executive Member for Community Involvement, the agreement of the structure following consultation with staff.

Report Authorised by: **Justin Holliday**

Contact Officer: **Diana Edmonds, Assistant Director – Adult Learning, Libraries and Culture**  
Tel: **8489 2754** email: **diana.edmonds@haringey.gov.uk**

#### **4. Executive Summary**

- 4.1 The restructure of Haringey Libraries, Archives & Museum Service reflects the centralisation of support services, the ability of automation to reduce the need for staff to carry out routine duties, the need to place greater emphasis on helping the customer to obtain the best from the services available and the need for local accountability.
- 4.2 The proposed structure reduces the number of staff devoted to backroom activities, with a corresponding increase in staff available to offer customer facing services. It also strengthens the role of library managers and tasks them with the role of performance management and achieving targets for their particular library.
- 4.3 The proposals are designed to achieve a savings target of approx £200,000 from financial year 2007/8 onwards.
- 4.4 Attached are comments from Unison on the restructure proposals. Consultation will be ongoing with the staff group early in the New Year to discuss and achieve the new structure and savings target of £200,000.

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

- 5.1 The proposed structure responds to the Museums, Libraries & Archives Council's strategic document Framework for the future, and to Haringey's strategic priorities.

#### **6. Local Government (Access to Information) Act 1985**

## 7. BACKGROUND

- 7.1 The current structure of the Libraries, Archives & Museum Service was established in 2001 and reflected the need for professional qualifications and expertise within the service.
- 7.2 Since then, the Service has developed extensively. The increased use of technology has enabled the Service to streamline and centralise processes. Procedures associated with the selection, acquisition, cataloguing and processing of stock have been minimised, with much of the work now being undertaken by suppliers rather than in-house personnel. The reservation process has been re-engineered to take full advantage of our automated library management system. One member of staff is now responsible for document delivery from external sources, rather than staff in each branch.
- 7.3 Automation has improved the circulation system relating to the issuing and renewal of stock. Our automated telephone system now caters for the renewal of approximately 75,000 loans each year: the self-issue and returns system will take in the region of 70% of issues, so reducing the requirement for “counter” staff undertaking transactions on the issue desk.
- 7.4 Services to children and young people represent a significant part of our service delivery. Currently these services are not fully co-ordinated as the current Principal Librarian for Children Services does not have line management responsibility for the children’s staff in Libraries.
- 7.5 Enquiry and reference work has also altered with improvements in information technology. Paper-based reference works are now being replaced by e-resources, eliminating the tedious and time-consuming task of updating.

## 8.0 THE NATIONAL AND CORPORATE AGENDAS

- 8.1 While many of our activities have been centralised, the emphasis of the Museums, Libraries & Archives Council’s strategic document, “*Framework for the Future*”, has changed the focus of library services, requiring them to be more active in supporting users in their use of the library:
- encouraging a love of books;
  - reading and learning;
  - enabling digital citizenship; and
  - fostering community and civic values.
- 8.1 There is also an imperative upon library services to achieve the greatest possible efficiency as a result of government initiatives, such as the Gershon Review, and the writings of independent commentators.
- 8.2 Haringey Libraries, Archives & Museum Service also contributes to the achievement of Haringey Council’s strategic agenda, as set out in the Community Strategy:
- Better Haringey;

- Raising educational achievement;
- Building safer and stronger communities;
- Achieving excellent services;
- Putting people first.

**8.3** The Libraries, Archives & Museum Service is also key to the Council's performance in respect of the CPA Culture Block targets.

## **9.0 HARINGEY LIBRARIES, ARCHIVES & MUSEUM SERVICE**

9.1 Haringey Libraries, Archives & Museum Service provides services to the community through nine static libraries (Wood Green Central, Hornsey, Marcus Garvey, Muswell Hill, Alexandra Park, Coombes Croft, Highgate, St. Ann's and Stroud Green) a mobile library which serves residential homes, a housebound service that delivers services to people's homes, a Book and Toy Bus serving the under 5's and Bruce Castle Museum, which also houses the Archives Service.

9.2 Over the last five years, the Service has developed a wide range of services, often in partnership with other organisations, to meet the diverse needs of Haringey's residents. The libraries have become learning spaces Learning Centres in Wood Green and Marcus Garvey libraries. The service is also addressing the Wellbeing agenda and is supporting regeneration with its services to business. The "*Art brought to book*" programme is also widening people's horizons in imaginative ways.

9.3 While the availability of electronic media, centralised support services and a shared agenda require a core service to be available across the Borough, each library must be responsive to the needs and wants of its particular community. In order to achieve this, local accountability is required – that is, a branch manager/library manager in each library who is responsible for both the services and the building.

9.4 Robust performance management and monitoring of progress towards targets are crucial, and while ultimate responsibility for the performance of the service remains with the head of service, performance management is a key component of the role of individual library managers, including Branch Manager.

## **10 PROPOSALS**

10.1 The proposed restructure of Haringey Libraries, Archives & Museum Service is based on ten key points:

- A holistic approach to service provision;
- Efficient and effective support services;
- Automation of routine tasks to increase customer convenience and reduce the staff required for routine duties;
- Increased emphasis on the national agenda and the creation of strong strategic capacity;
- Simplicity of structure with clear responsibilities and reporting lines;

- Accountability at local level;
  - Scope to deliver services tailored to the needs of individual communities;
  - Service delivered by highly motivated and appropriately rewarded staff;
  - Opportunities for career progression for all grades of staff;
  - A reduction in the overall budget resulting from increased efficiency.
- 10.2 The Senior Management Team remains at four posts although the Business Operations and Records Co-ordinator will attend to deal with matters relating to the properties. The Assistant Director will be supported by a Library Service Delivery & Development Manager (PO6-PO8) (subject to job evaluation), an ICT & Resources Manager (PO6-8) (subject to job evaluation), the Bruce Castle Curator (PO4) and the Archivist (SO2).
- 10.3 The Library Service Delivery & Development Manager will be responsible for the initiation and strategic development of all public services, as well as the delivery of services through the static and mobile libraries. The development aspect encompasses lifelong learning, inclusion, reader development, reference and information, book and audio-visual lending, services to individual community groups, arts, culture, marketing and promotion. The post holder will manage the Community Programmes Manager, the managers of the three large libraries of Wood Green, Hornsey and Marcus Garvey, Library Manager - Branch Services and Children & Young People's Service Manager.
- 10.4 The ICT & Resources Manager will be responsible for all support services, including ICT, stock acquisition, finance, procurement, personnel and business operations.
- 10.5 A major change in from the existing structure is the abolition of the area structure. With the increased empowerment of local managers, it is perfectly feasible to manage Haringey's nine libraries without the need for this layer of management. Wood Green will have a Library Manager on PO3 while Hornsey and Marcus Garvey will have a Library Manager on PO2. These library managers will report directly to the Library Service Delivery & Development Manager. The remaining libraries will have a Branch Manager on SO1, reporting to a new post of Library Manager - Branch Services on PO2.
- 10.6 Library Managers and Branch Managers will be responsible for all aspects of public service buildings and provision. In recognition of the greater complexity of managing a large library, Library Managers will be assisted by a new post of Operations Manager. Library Managers and Branch Managers will be tasked with developing services to meet the requirements of their communities, as well as with providing core services.
- 10.7 Local accountability is a key feature of the proposed structure. Library Managers and Branch Managers will be responsible for all aspects of performance management, including meeting local targets.
- 10.8 To achieve efficiency and to ensure that a borough-wide view is taken, the four Library Managers will be responsible for selecting books and other library materials for adults for the whole Borough. They will liaise with Branch

Managers to ensure that any requirements peculiar to communities are satisfied. The Children and Young People's Service Manager (PO3) will lead on the selection of stock for children and young adults, supported by other appropriate children's staff.

- 10.9 Attached to this report are the following appendices: Appendix 1 shows the current structure; Appendix 2 the proposed structure and Appendix 3 a list of posts to be deleted, created or changed. The proposals identify reductions occurring across the grading range. It should be noted that the restructuring excludes casual workers as the current provision for their use will be retained to allow maximum flexibility of service provision.
- 10.10 The number of posts requiring a qualification in librarianship has been reduced. The basic grade for a qualified librarian [or someone who has achieved that level of competence] has been raised to SO1 and Branch Managers, Library Managers and the Business, Information and ICT Officers require a library qualification. Progression for qualified librarians is to Library Manager or a senior management post.
- 10.11 The structure offers an enhanced career structure for staff without library qualifications. Three Library Managers will be supported by an Operations Manager on SO2, for which a library qualification is not required. The most highly graded post in the current structure for those without library qualifications is Counter Manager on SO1. Operations Managers will be responsible for all building and day to day staffing matters in their libraries and deputise for the Library Manager.
- 10.12 The changes at senior level reflect the removal of the area structure. The new structure has an additional post of Community Programmes Manager at PO1 – (subject to job evaluation). The remit of this post includes social inclusion, reader development and life long learning, the Housebound & Mobile Service, and arts, culture and marketing.
- 10.13 The service is seeking to develop and strengthen its services to children and young people. The new Children and Young People's Service Manager (PO3) will be directly responsible for the service delivery and development in the main libraries. They will also work with the Library Manager – Branches and Branch Managers to develop services in the Branch Libraries. A new post of Youth Librarian has been created to support the development of services to teenagers and will be based at Central Library where a new Teen Library has been established.
- 10.14 The need for grounds maintenance has grown as the number of community gardens attached to Libraries has increased. It has been decided that the Site Managers and a dedicated peripatetic grounds maintenance employee will be given responsibility for keeping them clean and tidy.
- 10.15 The original proposal was to delete the specialist multi-media librarian post on SO2. After consultation, (see section 11 below), it has been decided to re-introduce a specialist librarian for Audio Visual Services. This post will be

expected to take part in the wider library function and provide advice across the whole library service.

- 10.16 Also in the original proposals, the post of Library and Information Officer was to be graded Sc3. This post replaces the old post of Library Assistant. At the last review the post of Library Assistant was graded Scale 3, with former post holders being protected on Scale 4. Following job evaluation, it is proposed that Library and Information Officers be graded at Scale 4, which reflects the wider role and responsibilities of the new post.

## **11 STAFF CONSULTATION**

- 11.1 Staff and their unions have been informed of the intention to restructure and are aware of the principles on which it will be based. When the Executive has given its agreement in principle, formal consultation will commence with the staff and the trade unions.

## **12 IMPLEMENTATION**

- 12.1 Clearly it is hoped that a number of staff will be able to be slotted in. Where posts are to be deleted, incumbents will be declared at risk and invited to apply for posts. Every effort will be made to find alternative posts for those staff not appointed, through the Council's redeployment process. It is anticipated that the new structure will be implemented in the early part of the financial year 2007-08.

## **13 FINANCIAL IMPLICATIONS**

- 13.1 The 2006/07 staffing budget is £4,005,300. The cost of the proposed structure is £3,805,000. The proposed structure will therefore reduce our staff costs by £200,000.
- 13.2 Although any staff not appointed to the new structure will be referred for support and assistance towards redeployment, some redundancies may occur. The costs of these will be absorbed by the Service.
- 13.3 Currently our staffing budget includes £174,000 NRF funding for core posts. Although this may continue into 2007/2008, the service is seeking to reduce its salary costs for the longer term.

## **14 EQUALITIES COMMENT**

- 14.1 The Library Service serves a multicultural community and its staff is representative of the communities it serves. All staff working within the service will be affected to some extent by this restructure but no particular group will be affected more than another.

## **15 COMMENTS OF THE DIRECTOR OF FINANCE**

- 15.1 The Director of Finance has been consulted on the content of this report and has the following comments to make.
- 15.2 The proposed saving figure of £201k assumes on-going NRF funding (£174k in the current financial year). Haringey will continue to receive NRF funding in 2007/08 of which some is likely to be channelled into the LAMs service, however an on-going contribution beyond that should not be assumed.
- 15.3 The achievement of pre-agreed efficiencies of £100k in 2007/08 relating to the implementation of RFID self issue are dependent on the implementation of this proposed restructure which if agreed should allow the business unit to operate within agreed budgets and should also provide the means of driving through future efficiency savings and capitalising on IT investment. As identified in 13.2 above, there is the potential for some redundancy costs as a consequence of these proposals, however all efforts will be made to re-deploy affected staff. It is currently not possible to quantify costs with any certainty and at this stage it is proposed that any resultant costs be managed within the business unit as they arise.

## **16 TRADE UNION COMMENTS**

[see attached]

## **17 LEGAL IMPLICATIONS**

### **Comments of Head of Legal Services**

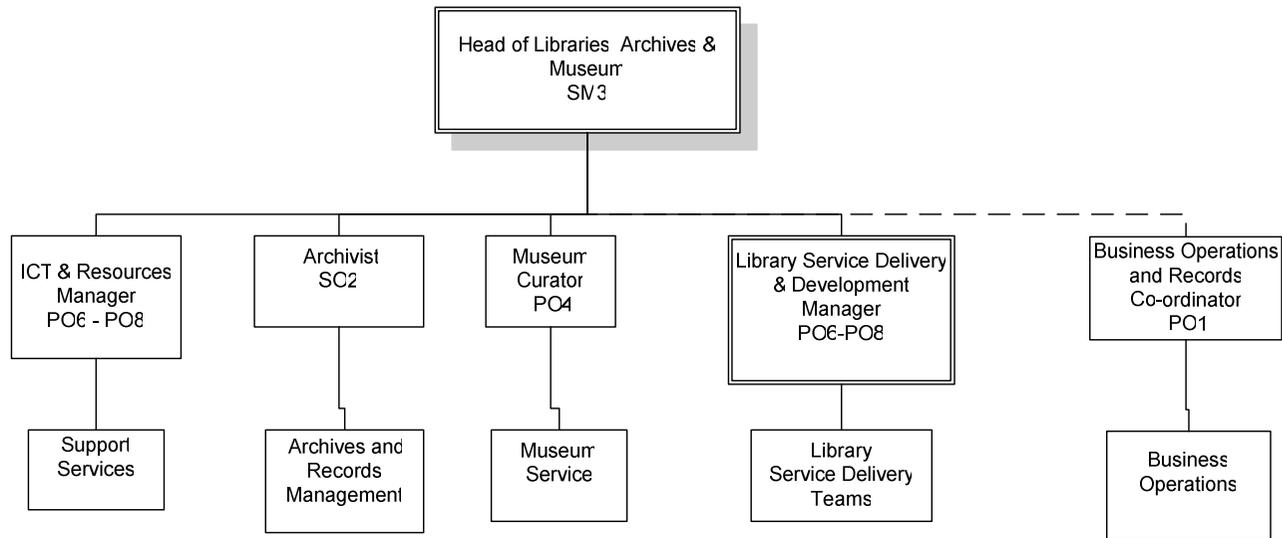
- 17.1 The Head of Legal services has been consulted on the content of this report. The proposals involving the restructuring of the service should be the subject of consultation with the staff within the service and their trade union representatives and the report indicates that this is to occur. The restructuring process should be undertaken in compliance with the Council's policies and procedures concerning organisational change, redundancy and redeployment.
- 17.2 The extent and nature of the proposals require formal statutory consultation with trade union representatives under the provisions of Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992. Such provisions include the requirement that the consultation should include consultation about the ways of:-
- avoiding the dismissals;
  - reducing the numbers of employees to be dismissed; and
  - mitigating the consequences of the dismissals.
- 17.3 Section 188 also requires an employer to undertake the consultation with a view to reaching agreement with the appropriate representatives. Any notice of dismissal must not be given until after the completion of the statutory consultation.



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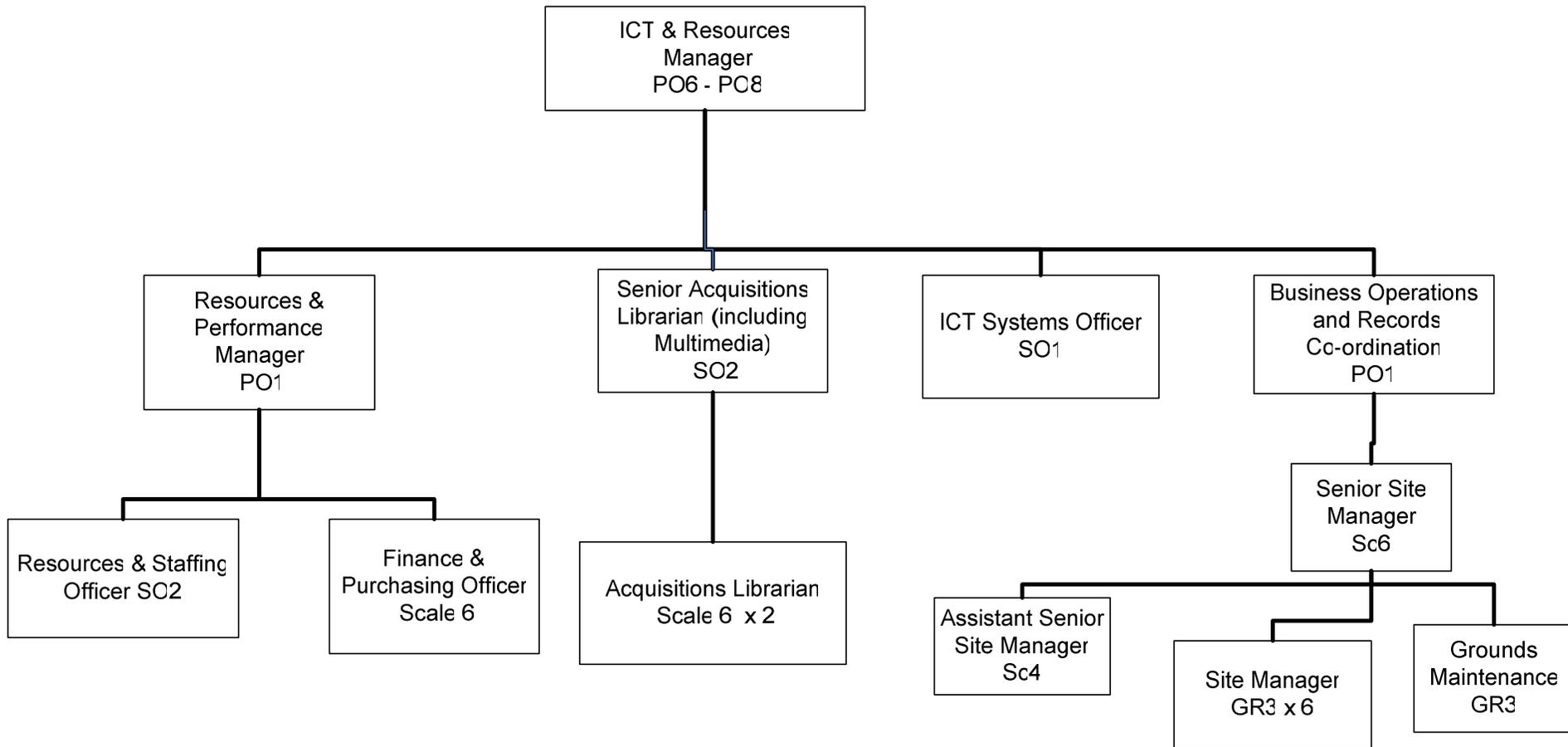
## Appendix 2

# Proposed Library Service Organisation Chart : Management Team



## Appendix 2

# Proposed Library Service Organisation Chart: Support Services

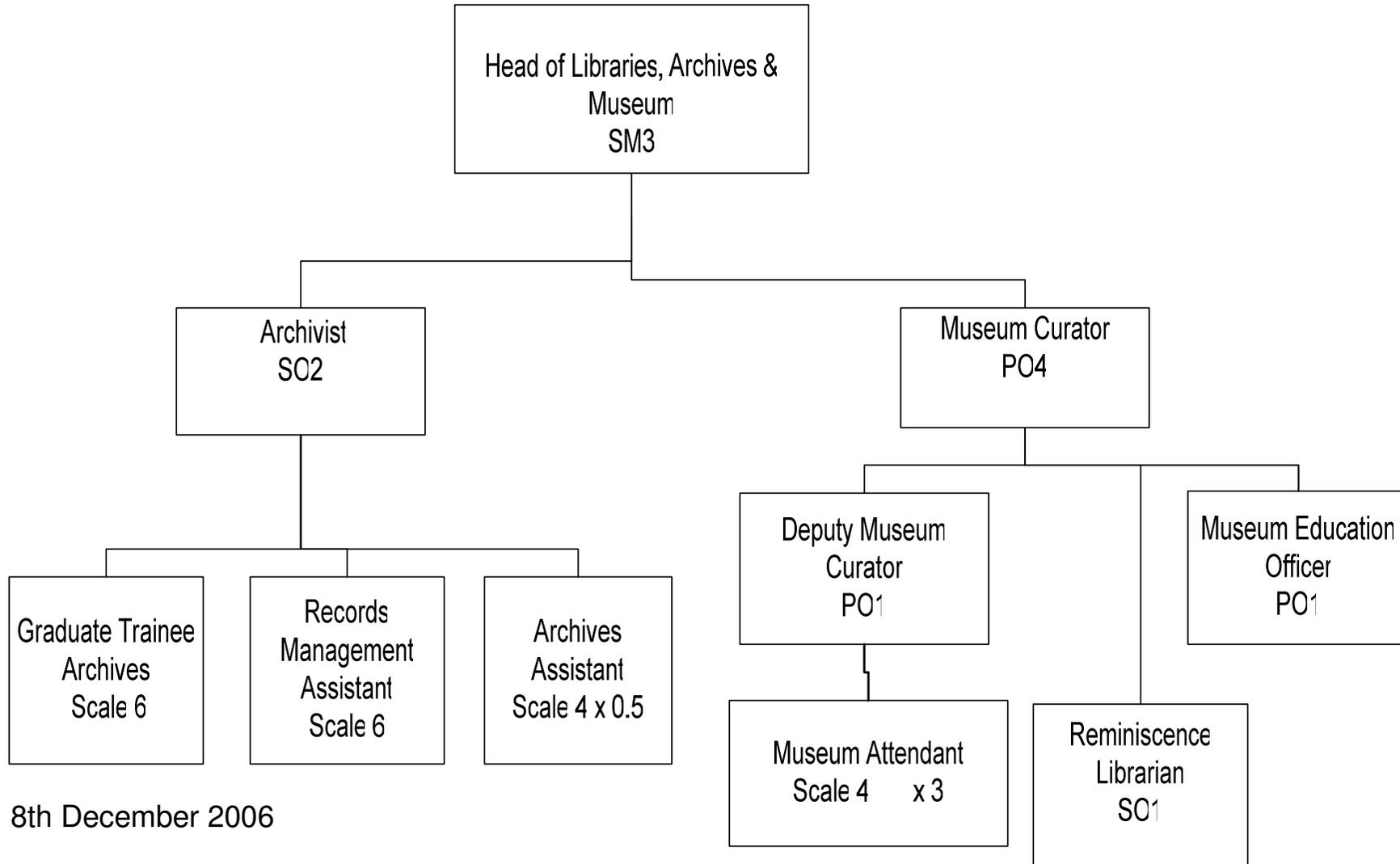


8th December 2006

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## Appendix 2

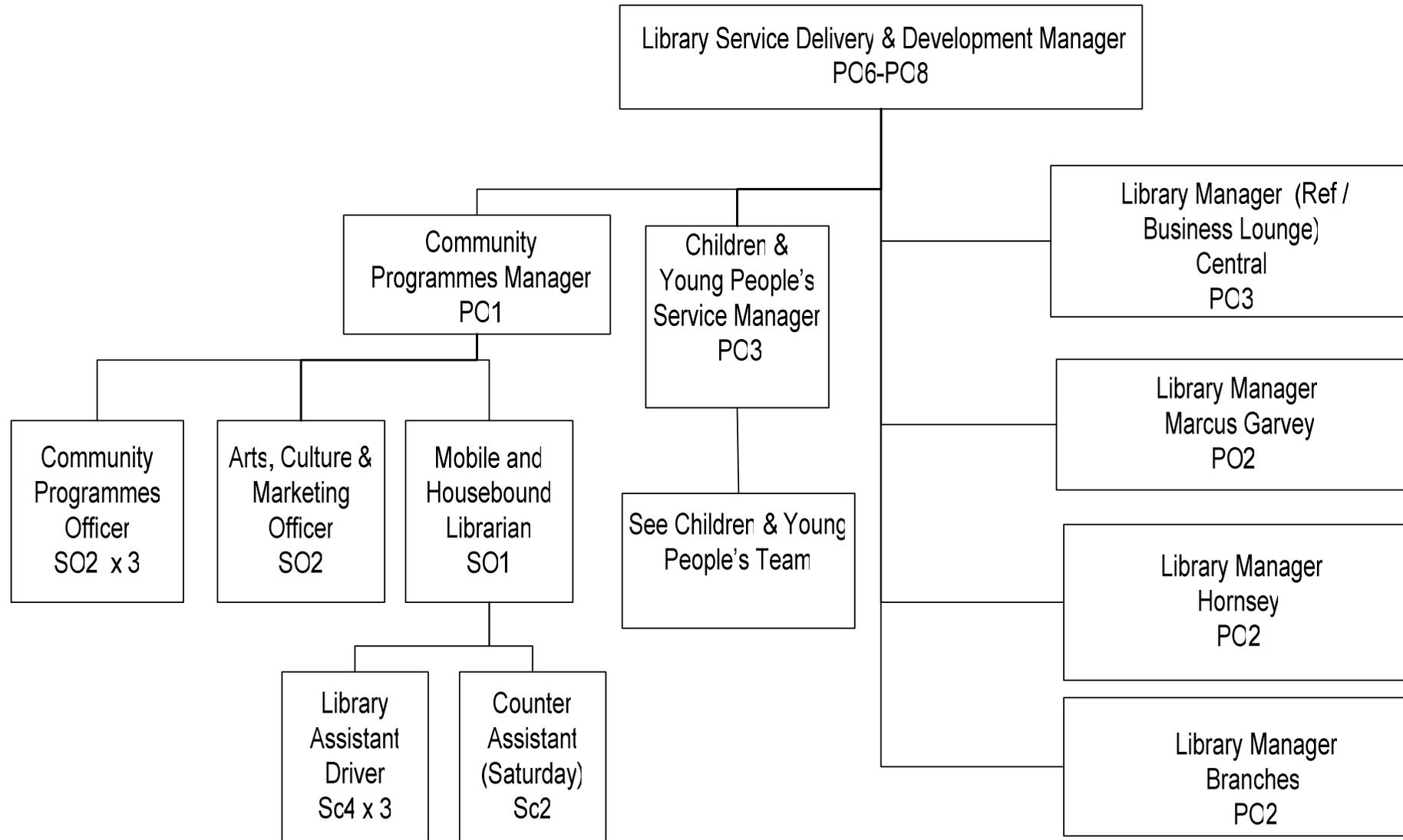
### Proposed Library Service Organisation Chart: Museum, Archives and Records Management



8th December 2006

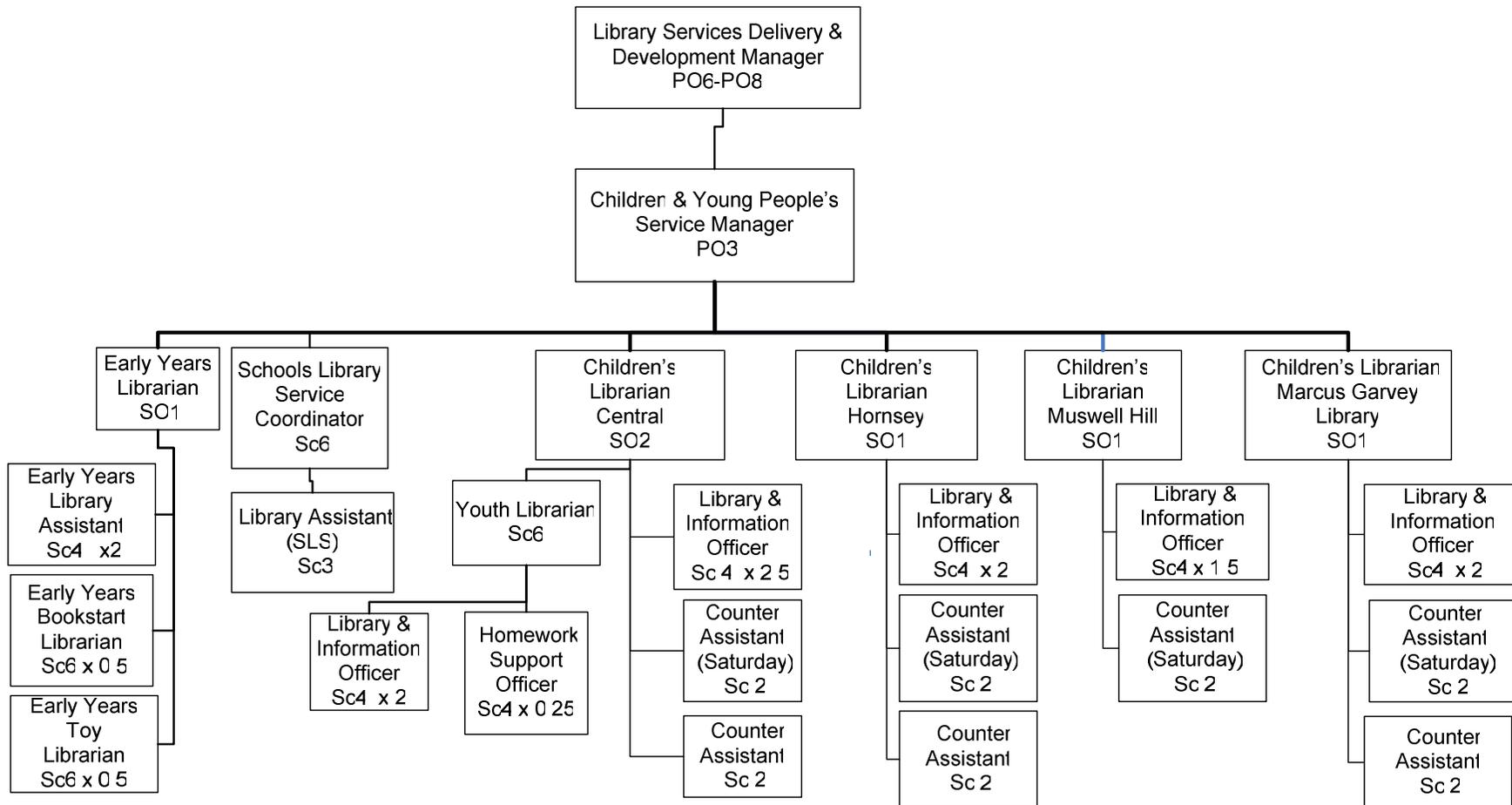
## Appendix 2

### Proposed Library Service Organisation Chart: Service Delivery Teams



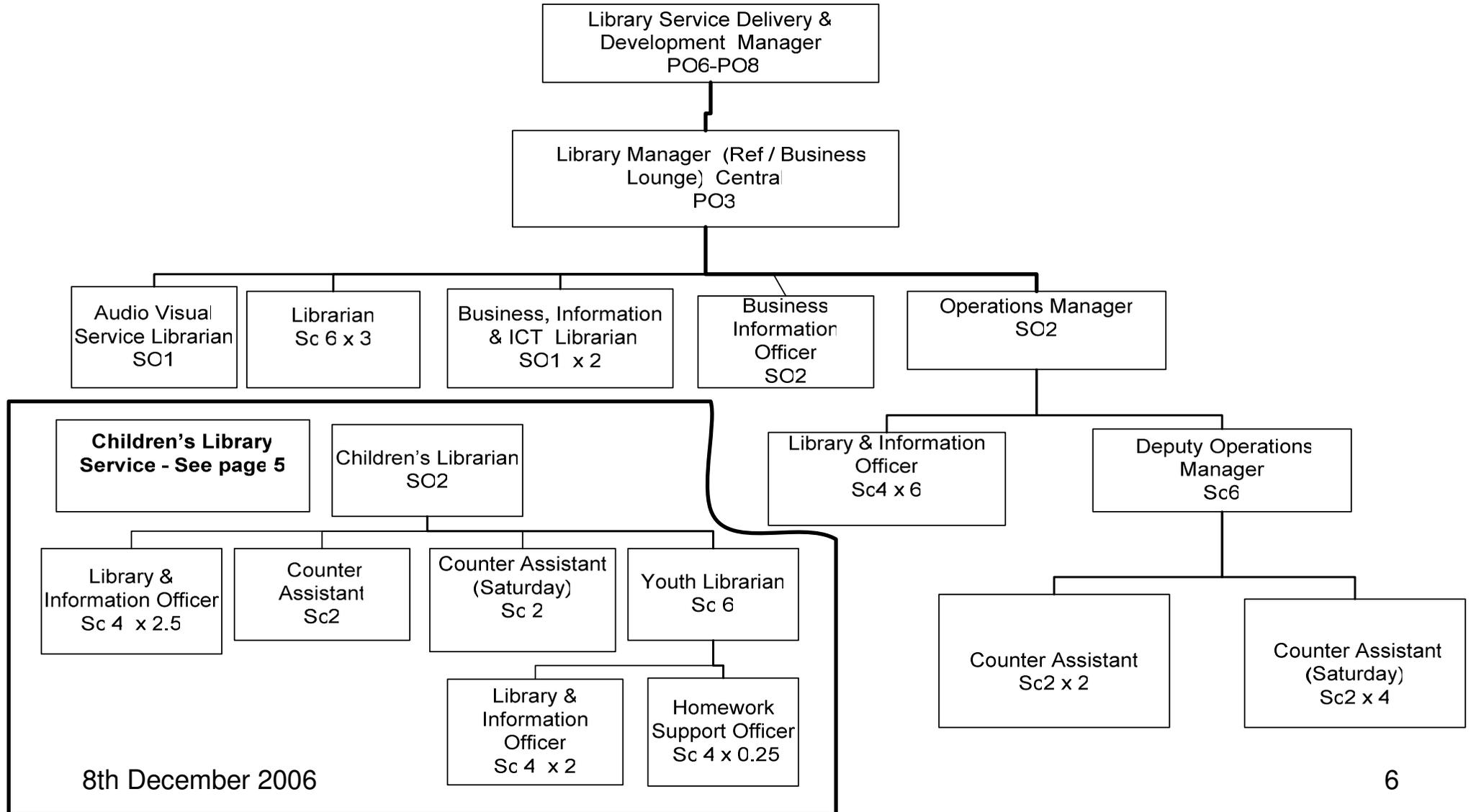
# Appendix 2

## Proposed Library Service Organisation Chart: Children & Young People's Team



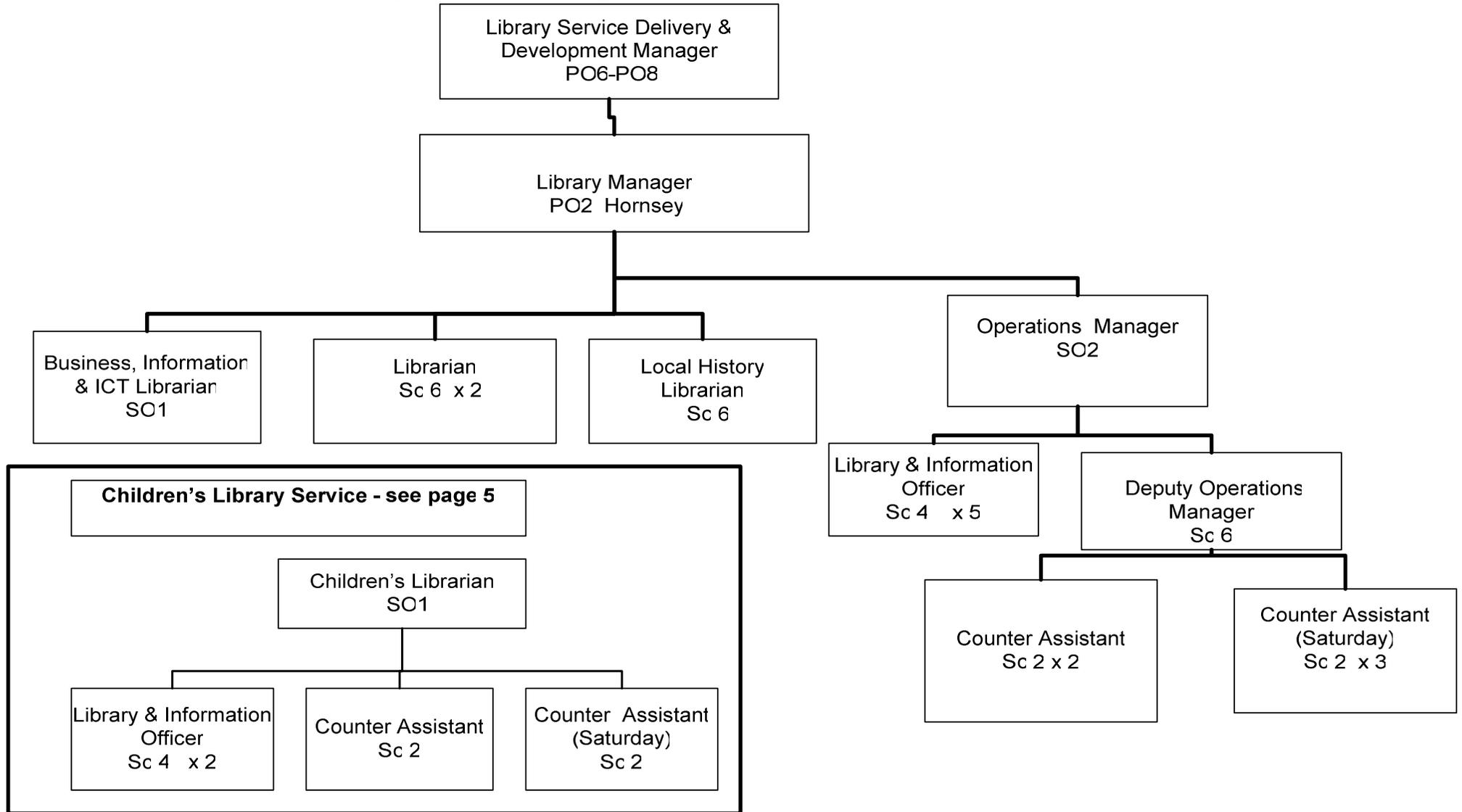
## Appendix 2

### Proposed Library Service Organisation Chart: Wood Green Central Library Team



## Appendix 2

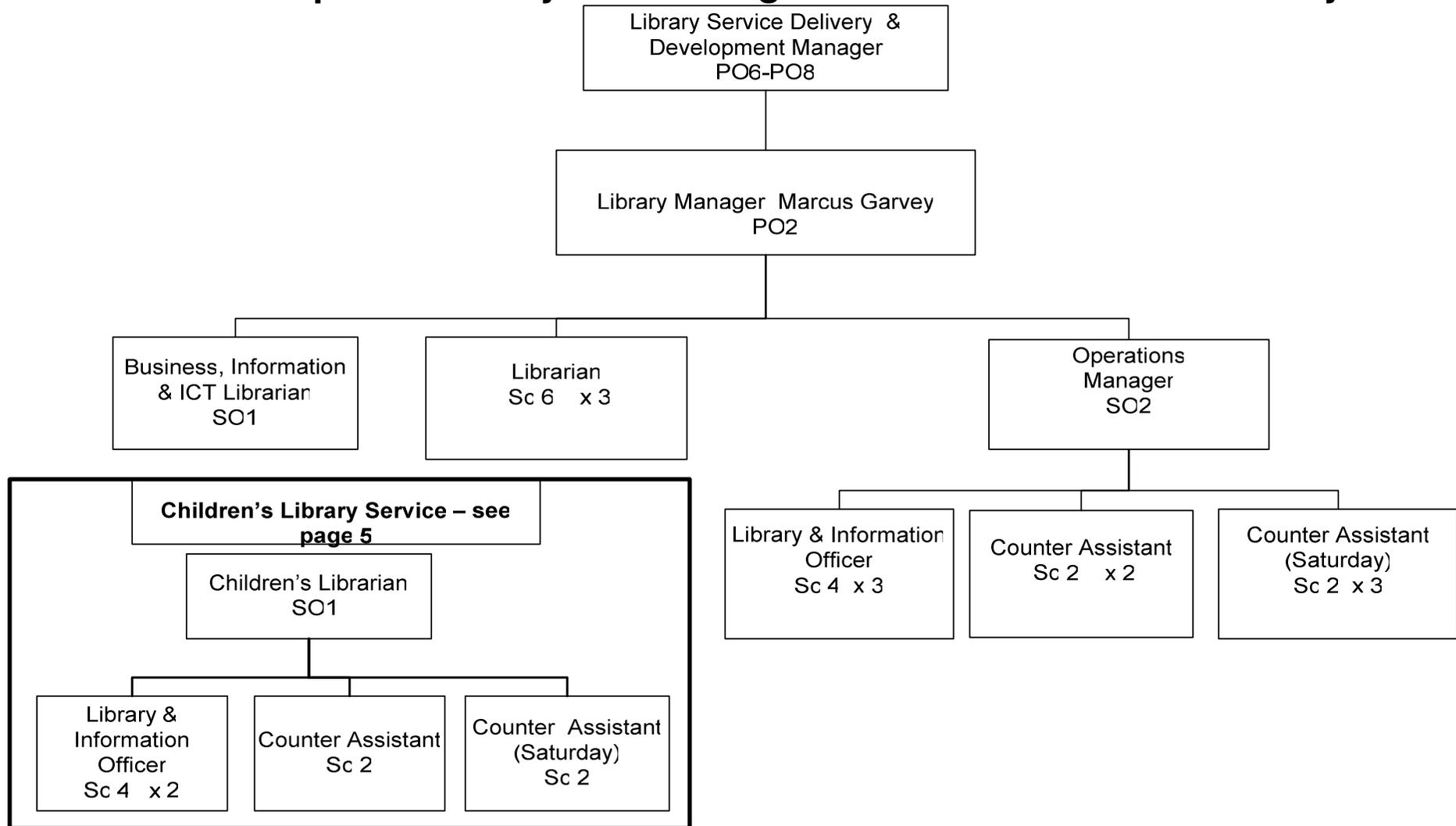
### Proposed Library Service Organisation Chart: Hornsey Library Team



8th December 2006

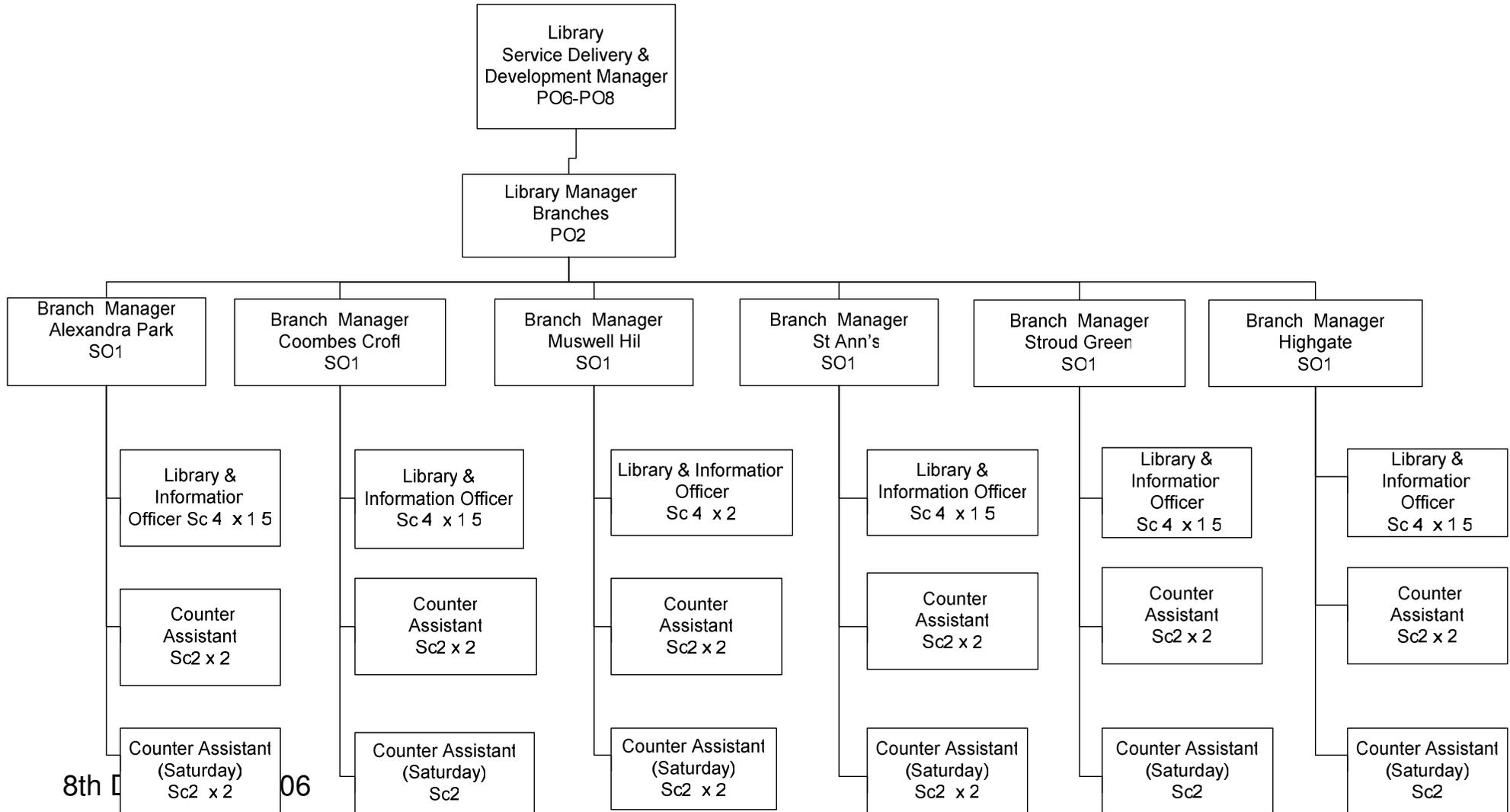
## Appendix 2

### Proposed Library Service Organisation Chart: Marcus Garvey Library Team

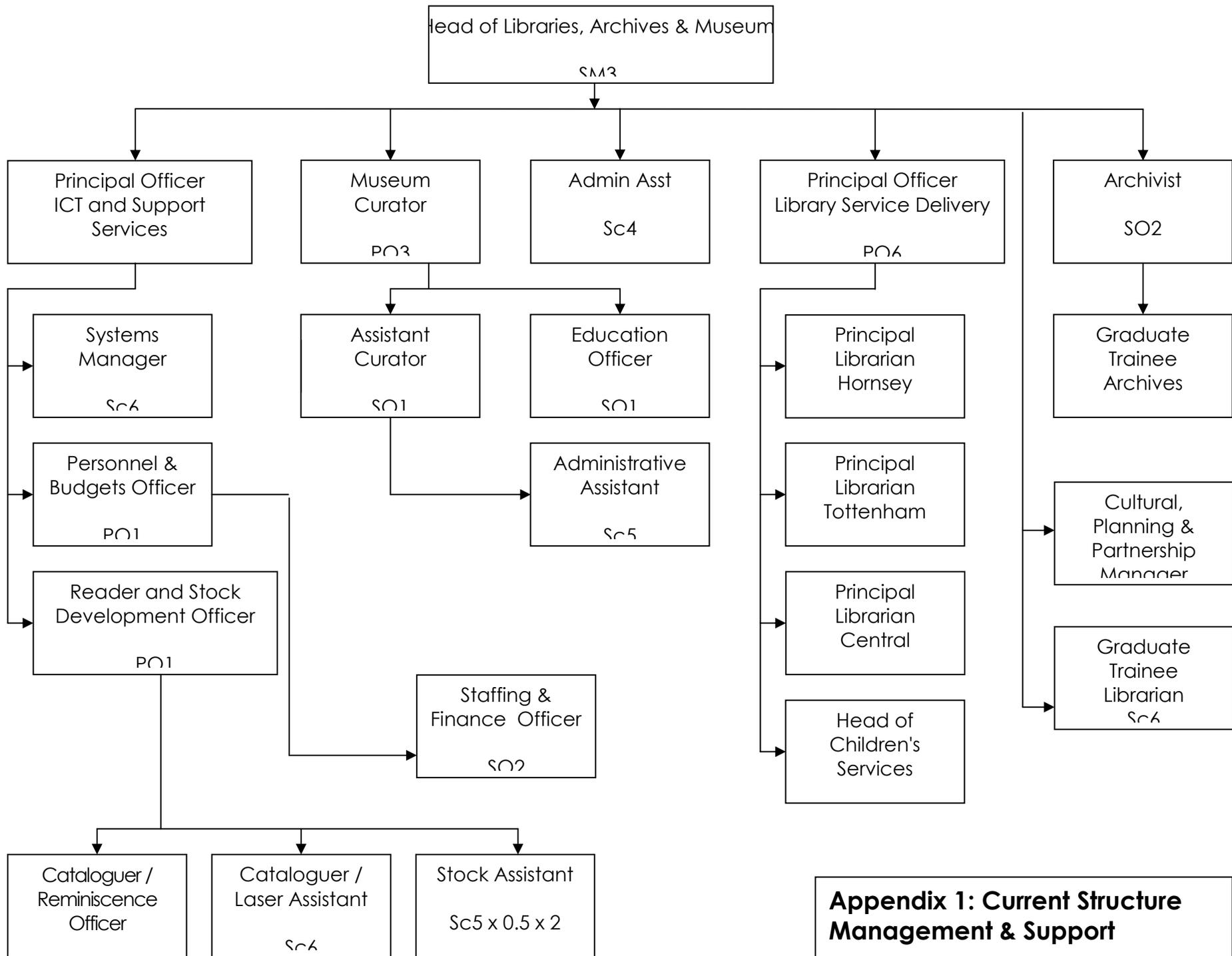


## Appendix 2

### Proposed Library Service Organisation Chart: Branches



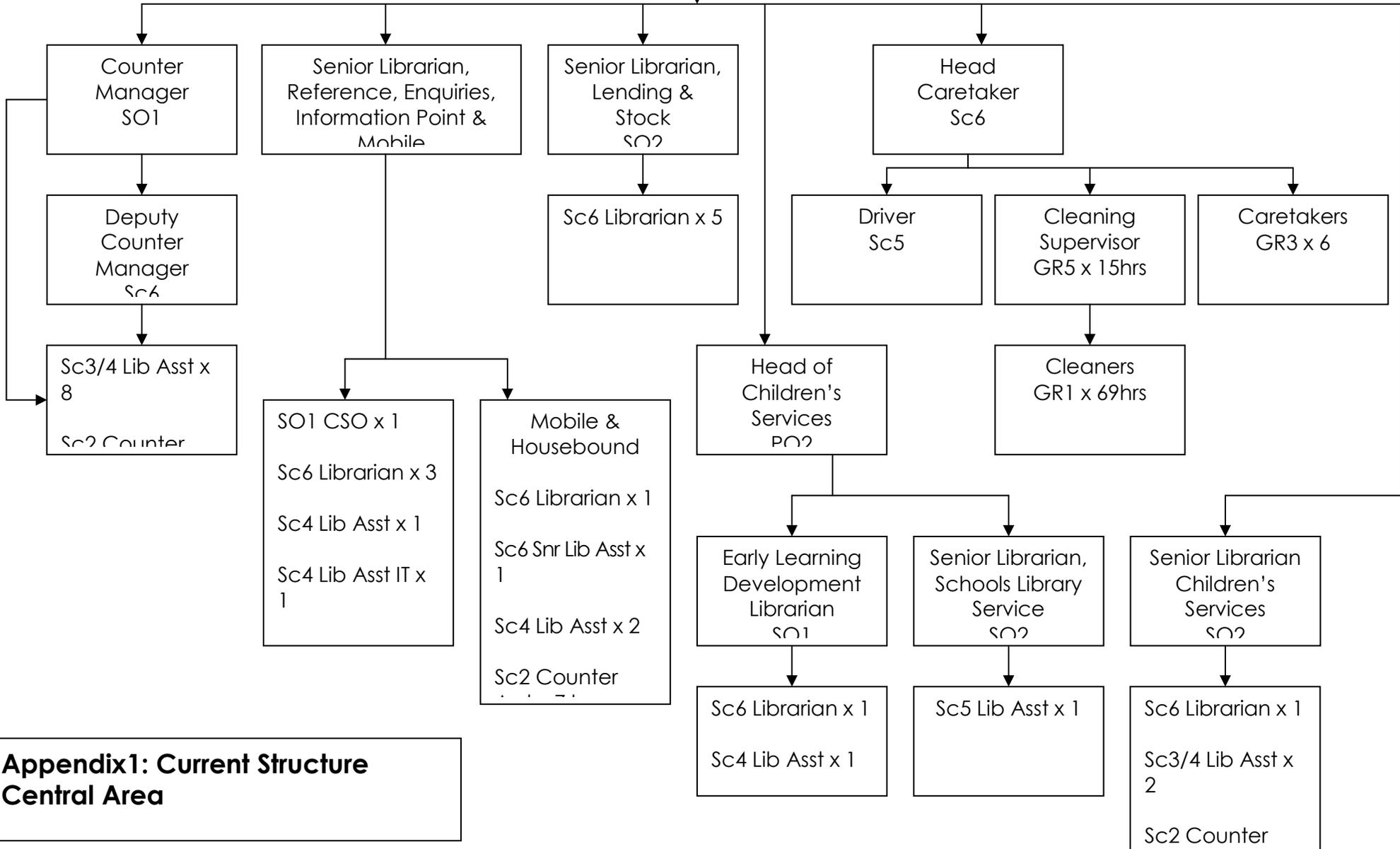
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**Appendix 1: Current Structure Management & Support**

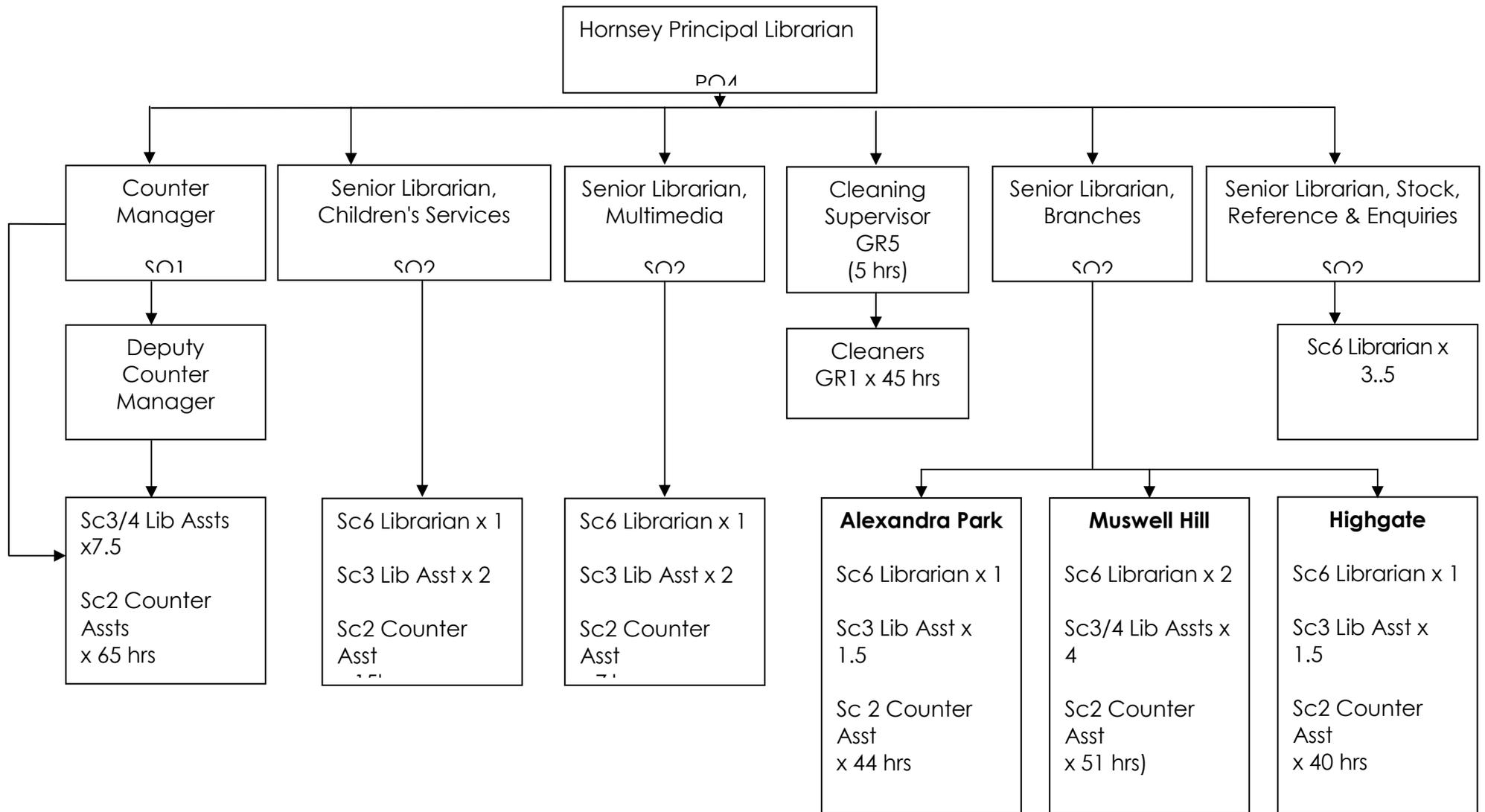
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Central Library  
Principal Librarian  
PO4



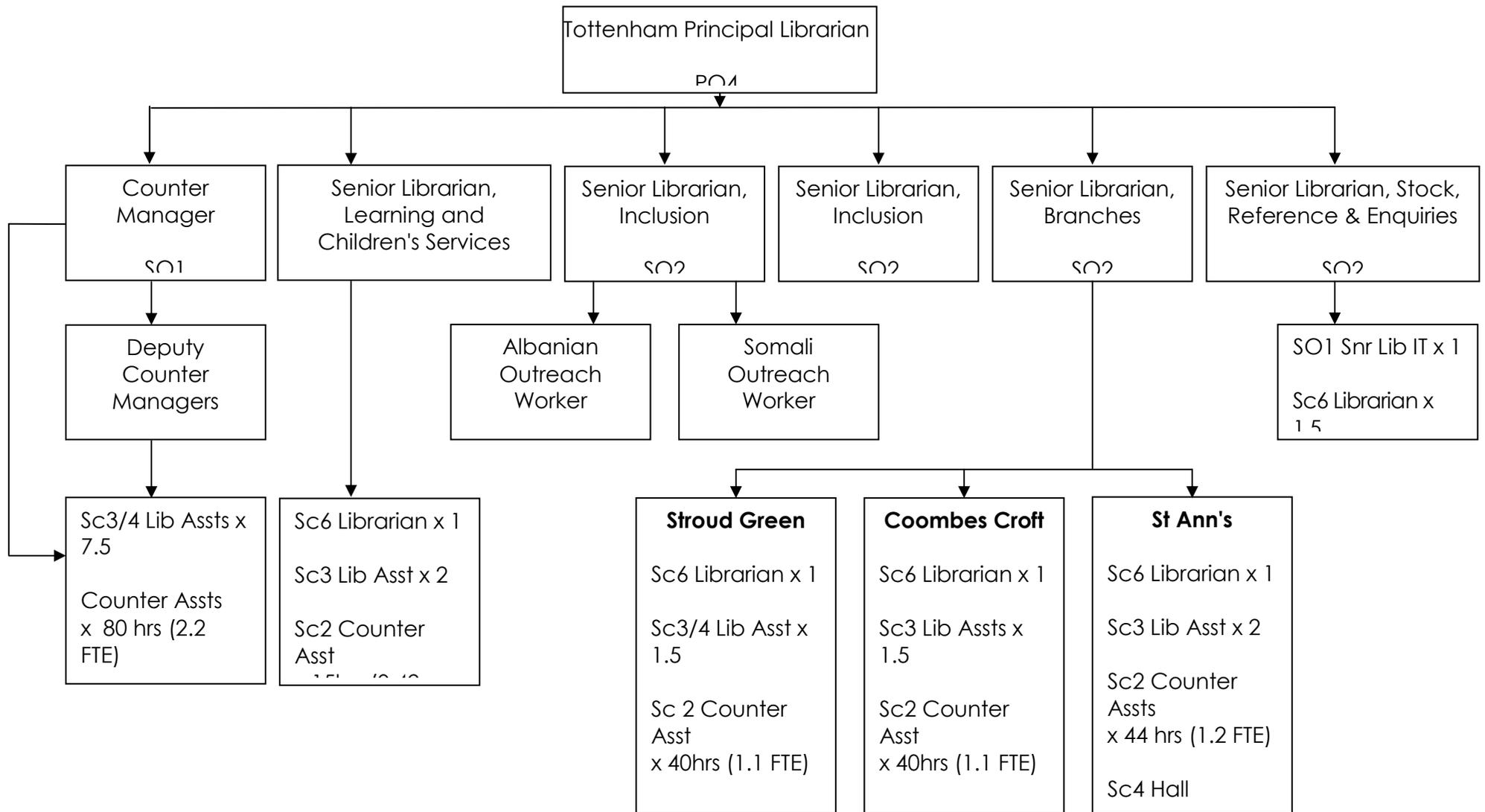
**Appendix1: Current Structure  
Central Area**

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**Appendix 1: Current Structure  
Hornsey Area**

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**Appendix 1: Current Structure Tottenham Area**

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### Appendix 3: LIBRARIES RESTRUCTURE: DELETIONS, CHANGES AND NEW POSTS

#### DELETIONS

No.	Post Title	Grade	Numbers of Posts
1	Cultural, Planning & Partnership Officer	PO3	1
2	Library Assistants	Scale 3 or Scale 4	59
3	Principal Librarian – Tottenham	PO4	1
4	Principal Librarian – Hornsey	PO4	1
5	Principal Librarian – Wood Green	PO4	1
6	Senior Librarian - Branches	SO2	2
7	Senior Librarian - Central	SO2	1
8	Librarian – Branches	Scale 6	6
9	Librarian – St Ann’s	SO1	1
10	Hall Attendant St Ann’s	Scale 4	1
11	Senior Librarian – Marcus Garvey	SO1	1
12	Senior Librarian – Marcus Garvey	SO2	2
13	Senior Librarian – Children’s Services	SO2	1
14	Snr Librarian – Children’s [Hornsey]	SO2	1
15	Snr Librarian – Children’s [Wood Green]	SO2	1
16	Counter Manager – Central Library	SO1	1
17	Counter Manager – Hornsey Library	SO1	1
18	Counter Manager – Marcus Garvey Library	SO1	1
19	Children’s Services Librarian	PO2	1 [part time – 18 hours]
20	Children’s Services Librarian	PO2	1 [part time – 18 hours]
21	Early Learning & Development Librarian	SO2	1
22	Senior Library Assistant – Schools Libraries	Scale 5	2 [part time posts]
23	Senior Library Assistant - mobile	Scale 6	1
24	Senior Librarian – Stock & Reference - Hornsey	SO2	1
25	Senior Librarian – Multi Media - Hornsey	SO2	1
26	Senior Librarian – Hornsey	SO1	1
27	Systems & Stock Librarian	PO1	1
28	Inter Library Loans + IT	Scale 6	1
29	Stock Assistant	Scale 5	2 x part time posts
30	Senior Librarian	SO1	1
31	Staffing & Finance Officer	SO2	1
32	Principal IT and Support Officer	PO6	1
33	Senior Librarian – Wood Green	SO2	1
34	Librarians	Scale 6	9
35	Information Officer	SO1	1
36	Museum Attendant, Team Leader	Scale 5	1
37	Libraries Delivery and Operations Manager	PO6	1
38	Schools Library Service Senior Librarian	SO2	1
39	Senior Librarian - Social Inclusion	SO2	2
40	Deputy Counter Manager	Sc6	4
41	Mobile & Housebound Librarian	Sc6	1
42	Somali Outreach Worker	SO1	1
43	Albanian Outreach Worker	SO1	1

44	Personnel & Budgets Officer	PO1	1
45	Head Caretaker	Sc6	1
46	Caretakers	GR3	6
47	Driver	Sc5	1
48	Administrative Assistant	Sc4	1
49	Administrative Assistant – Bruce Castle	Sc5	1
50	Museum Curator	PO3	1
51	Assistant Curator	SO1	1
52	Education Officer	SO1	1
53	Cleaning Supervisor	GR5	2
54	Cleaners	GR1	8
55	Graduate Trainee - Librarian	Sc6	1
56	Cataloguer/Reminiscence Librarian	SO1	1

### NEW POSTS TO BE CREATED

No.	Post Title	Grade	Numbers of posts
1	Arts, Culture & Marketing Officer	SO2	1
2	Library & Information Officer	Scale 4	33
3	Library Manager – Marcus Garvey	PO2	1
4	Library Manager – Hornsey	PO2	1
5	Library Manager – Branch Libraries	PO2	1
6	Branch Manager – Branch Libraries	SO1	6
7	Library Manager – Reference and Business Lounge – Wood Green	PO3	1
8	Senior Site Manager	Scale 6	1
9	Assistant Senior Site Manager	Scale 4	1
10	Site Manager	GR 3	6
11	Business Information Officer	SO2	1
12	Business Information and ICT Librarian – Central	SO1	2
13	Business Information and ICT librarian – Hornsey	SO1	1
14	Business, Information and ICT Librarian – Marcus Garvey	SO1	1
15	Children & Young People's Service Manager	PO3	1
16	Early Years Librarian	SO1	1
17	Youth Librarian	Scale 6	1
18	Library & Information Officer - Youth Library	Scale 4	2
19	Schools Library Service Co-ordinator	Scale 6	1
20	Library Assistant – Schools Service	Scale 3	1
21	Community Programmes Officer	SO2	3
22	Community Programmes Manager	PO1	1
23	Operations Manager - Hornsey	SO2	1
24	Operations Manager – Central	SO2	1
25	Operations Manager– Marcus Garvey	SO2	1
26	Deputy Operations Manager – Hornsey	Scale 6	1

27	Deputy Operations Manager – Central	Scale 6	1
28	Library Services Delivery and Development Manager	PO6-PO8	1
29	Business Operations and Records Co-ordinator	PO1	1
30	Senior Acquisitions Librarian [incl. Multi-Media]	SO2	1
31	Acquisitions Librarian	Scale 6	2
32	Finance & Purchasing Officer	Scale 6	1
33	ICT and Resources Manager	PO6-PO8	1
34	Grounds Maintenance Operative	GR3	1 x part time
35	Audio-Visual Librarian	SO1	1
36	Local History Librarian	Sc6	1
37	Resources & Performance Manager	PO1	1
38	Resources & Staffing officer	SO2	1
39	Museum Curator	PO4	1
40	Deputy Museum Curator	PO1	1
41	Museum Education Officer	PO1	1
42	Records Management Assistant	Sc6	1
43	Archives Assistant	Sc4	1 x part time
44	Mobile & Housebound Librarian	SO1	1
45	Homework Support Officer	Sc4	1 x 9 hrs per week
46	Reminiscence & Curatorial Support Officer	SO1	1

	<b>CHANGES</b>		
1	Librarian – rename Early Years Toy Librarian	Scale 6	1 x 0.5
2	Baby Book Bus Librarian – rename Early Years Book Start Librarian	Scale 6	1 x 0.5
5	Systems Manager – rename ICT Systems Officer	SO1	1

**NOTE: All Casual Library posts are excluded from the restructuring process as there are no plans to change the arrangements other than those operational changes that are required from time to time.**

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Email: abs1@haringeyunison.co.uk

## **UNISON COMMENTS ON INITIAL PROPOSALS FOR LIBRARIES RESTRUCTURE**

**(To be attached to management report for Executive on 19 December 2006)**

1. UNISON was given proposals for the Libraries restructuring in November 2006. We have subsequently held meeting with groups of staff, workplace stewards, and individuals who may be affected by the restructuring. The comments in this report are based on what staff have said in these meetings.
  - 1.1 Both as a collective group and as individuals, staff are extremely unhappy with the proposals. This is not just because it is detrimental to them, although that is also an issue for many of them. The fact is that they are committed to providing a high quality library service to the public, and the new structure completely undermines this.
2. One of the major comments that staff made is that the whole idea of what libraries are for seems to be missing from the new structure.
  - 2.1 Front line staff are the people who deliver the service to the public on a day-to day basis. However, in planning these changes, management appear to have made no attempt to talk to them about what the new structure should look like or what is needed to deliver a high quality service. This is unbelievable. Front line staff are in a position to know what is going on in the service, what the public want, what can be improved, and so on. To attempt a restructure of this scale without seeking the views of staff seems is extremely unwise. We would like to know who was involved in drawing up the new structure and whether or not they did attempt to talk to staff.
  - 2.2 What is absolutely obvious from talking to staff is their commitment to their jobs and their passion for libraries and the good they do – enriching people’s lives, helping them improve themselves, increasing knowledge and so on. They feel that this new structure completely undermines that ethos.
  - 2.3 Staff feel that management are not interested in the quality of service, only in saving money, With reductions in front line staff, it will be impossible to meet anything beyond basic standards of service, and even that will be difficult.
3. This restructure is not about providing a modern, high quality library service, and it will do exactly the opposite. We believe that it is actually about saving money. However, the actual savings targets seem unclear. Management originally claimed that this would save £850,000 in staffing costs, and gave this figure to staff in meetings. We have now been told that the savings will actually be £205,000. We would like some clarification on the actual savings that will be made

- 3.1 The first report we were given on the restructure said that the cost of the existing structure was £4.7 million. The second report says in section 10.16 that the cost of the existing structure is £4 million. Which figure is correct?
- 3.2 Obviously, we need accurate figures for current expenditure and predicted savings. Whatever these figures are, it is clear that a substantial cut is still being made. We would like to know the reason for this. Is this mainly about delivering savings? If there is a cut, and even if it is less than we were originally told, we believe that the quality of service will drop, despite the efforts of staff.
- 3.3 We believe that the service has £200,000 of NRF money. We would like to know what this is being used for (is it being used for to fund posts?), what happens when it runs out and what are the implications of this?
4. This restructure is not about providing career development for staff, as management are trying to claim. There will be even less opportunity for staff to progress than there is now. The number of posts for qualified librarians has been reduced, which takes away the incentive for staff to become qualified and reduces their opportunities within Haringey even if they do. There is less scope for career progression for those who are already qualified. They can currently progress to Senior Librarian. The only progression management have identified for them in the new structure is to Library Manager or senior management level; these are specifically management posts, not Librarian posts.
  - 4.1 In general, the removal of whole groups of staff at specific grades will obviously make career progression harder. For example, there will be no SO2 Senior Librarian posts, and very few SO2 posts at all. Most of the staff reductions seem to be at lower grades.
5. Too much emphasis has been put on new technology as a reason for reducing staff, particularly RFID (self-issuing). However, only two libraries currently have this system, and many items still cannot be processed through it. Staff report that there are often problems with it, which they have to deal with, and this is labour-intensive. Generally, management are overstating the case for technology as a reason for this huge budget cut.
  - 5.1 Much of the work that is done in libraries is unavoidably labour-intensive. Technology has not lessened the amount of work that needs doing. Staff are needed to put items back on the shelves. A machine cannot deal with enquiries and fines, etc.
  - 5.2 The feedback staff have had is that members of the public do not like self-issuing – they like to deal with a person, and the machines often don't work properly.
  - 5.3 We believe that other local authorities have not used RFID as an excuse to cut staff, and that doing this is generally considered to be bad practice in libraries. Some local authorities that will be reducing staff through new technology are doing this over a period of years, so that it is done through natural wastage. We question the need to reduce staff, particularly to the extent that the new structure proposes. However, if staff are to be reduced, natural wastage over a period of years is preferable to the current proposals. This does not mean that we agree to staff reductions.
  - 5.4 Is there any evidence that RFID saves staff time? If so, we would like to see it.
6. There is currently not enough staff to run the service as it is now. We have recently been informed of a Saturday Assistant opening, running and then locking up Stroud Green library with only one casual worker for support. A Counter Assistant has also been left running

Highgate library. Apart from the obvious health and safety implications, what is going to happen if the new structure is implemented? There will be less front line staff, and they will be stretched to breaking point. This could actually be dangerous, and it would be unacceptable. Lower graded staff will have huge amounts of responsibility pushed down on to them, particularly in smaller libraries. If opening hours are extended at all, this situation will be even worse.

6.1 In addition to the overall numbers of staff reductions, the removal of whole tiers of staff will mean that fairly high level responsibilities will end up being pushed straight down to lower graded staff, as there will be no-one else to delegate tasks to. This will be particularly bad in branch libraries. In the new structure, there will be a branch manager for each branch library, graded at SO1. The next person down will be a Library Assistant on scale 3 or 4. There will not be enough staff to cover the SO1 post if they are ill, so it is likely that the Library Assistant will end up being pressured to take on the tasks of the Branch Manager when he or she is off. Given the huge gap in grades, this will be unacceptable. The fact is that this type of situation is already happening now; the new structure, with its staff reductions, will only make matters worse.

6.2 We want management to state who will run branch libraries when the branch managers are not at work.

6.3 Generally, staff and the trade union will not accept tasks and responsibilities being pushed to the next grade down when a member of staff (particularly a manager) is not at work.

7. Senior Librarians are absent from the new structure, which is of great concern. This is an extremely important role. They take responsibility for many areas, including the quality of service provided, managing stock, etc. They also take on specific specialist areas, e.g. multimedia. They are an important link between the management structure and front line staff, which is completely missing in the new structure.
8. Management appear to have backed down on their proposal to downgrade Library Assistants to scale 3. We object to any attempt to attack low paid staff in this way. We completely object to the Senior Library Assistants in the Schools Library Service being replaced by Library Assistants on a lower grade. These posts require specialist knowledge and skills, as well as having a higher level of responsibility.
9. There is a strong feeling amongst staff that management are neglecting Marcus Garvey library, and to some extent attempting to “downgrade” it from a major library to a small branch library. This was based on the fact that in management’s original proposals, the other two major libraries had an Operations Manager at SO2 and an Operations Supervisor at scale 6; however, Marcus Garvey would only have had the scale 6 post (no SO2). Management have now informed us that they will have the SO2 post at Marcus Garvey, but no scale 6. Although this is an improvement that has been made in response to our concerns, Marcus Garvey is still being treated differently from other libraries, in that it will not have a scale 6 operations manager and appears to have less staff. Also, what happens when the Operations Manager is off?
  - 9.1 This is just the latest attempt to attack Marcus Garvey library. Only a few years ago, management proposed reducing it to just one floor. We do not understand what their problem with this library is. It is in a deprived area which desperately needs investment and improvement. Management claim that Marcus Garvey has fewer visitors than other libraries; if that is the case, we would like to see evidence of it, as this is not what staff are saying. However, the volume of visitors in itself is not an excuse for neglecting this library. Management should be investing in it and looking to build it up, not writing it off. The area is improving and benefiting from regeneration, and a new arts centre will soon be opening next door to the library. This should be the time to be promoting and improving this library. Running a service down tends to create a self-fulfilling prophecy; i.e. if this library is

neglected because it is apparently not as popular as other libraries, then even less people will visit it, which in turn creates more excuses for under-investing in it.

- 9.2 If this library is downgraded or neglected, or the local community perceive this to be the case, then this could lead to political problems and negative publicity for the council.
10. The Mobile and Housebound Librarian post was originally only graded at scale 6, despite the fact that the postholder would be managing that service, with a corresponding level of duties and responsibilities Other managers are graded at SO1 and above. It would be unfair to expect someone to do this work at scale 6. **(Following negotiation, this post has now been graded at SO1).**
11. There was a proposal to get rid of the specialist Senior Librarian for multimedia at Hornsey. Management have now said that there will still be a specialist post for this area, but this will be at a lower grade than it is currently. Also, this Senior Librarian currently has a team of staff; this is not the case in the new structure. The audio-visual collection at Hornsey is renowned for its excellence, and it is astonishing that management do not seem to place any kind of value on it. Even with the concession management have made, this section will be staffed by one person on a lower grade than currently, with no other staff. This represents a major downscaling of this important and valued service.
- 11.1 The audio-visual library needs a specialist to run it, and this post needs to be backed up by a team. If management's proposals go through, this section will not be able to maintain its reputation. It will not be able to operate at the same level and stock the huge range of items that it does currently. Diversity will suffer, and it is likely that only the most popular items will be available.
- 11.2 The audio-visual library is extremely popular with the public, yet it is being attacked and downgraded in this way. It will be impossible for the sole staff member who will be dealing with this section to deliver the level of service that is currently offered. This is evidence that management have not only failed to consult library users, they have completely failed to even consider their needs and wishes. This is going to be an extremely unpopular move and could create negative publicity for the council.
12. There seems to be an emphasis in the structure on business. There will be four Business, Information and ICT Librarians at Central, and one at each of the other two main libraries. We would like management to explain why this is such a priority and how it relates to what libraries are actually meant to do. In particular, business services will only appeal to a minority of library users. Has any market research been carried out to ascertain the need for this? We believe that people can obtain business information from other sources if they want to. In terms of the business lounge at Central library, we would like some statistics on how well used it is and how much it is costing.
13. There seems to be a proposal to make Sunday working compulsory, which is a change to the terms and conditions of most staff. This will be a deeply unpopular move. Staff already work evenings and Saturdays, and do not believe that it is reasonable to expect them to work Sundays as well. This will have a significant impact on the personal lives of staff, particularly those with child care commitments. Staff question the need to have libraries open seven days a week, and we do not see any need for this.
- 13.1 If management want the service to be open seven days a week, we suggest that they look at employing Sunday-only staff (in the same way that they currently employ staff to work on Saturdays only).
- 13.2 This proposal in particular is likely to lead to industrial action if it is approved.

**13.3 (Following negotiation, management are now claiming that there are no plans to make Sunday working compulsory or to have more libraries opening on a Sunday. However, our position remains the same: nobody should be forced to work on a Sunday and this should be removed from job descriptions).**

14. Management state that staff who are displaced as a result of these changes will be offered the opportunity for redeployment. However, working in a library is a fairly specialised job, and there will possibly not be many posts that displaced staff can go for. A significant number of staff are likely to end up without a job at all.
15. We would like to know if the Equalities team has been informed of these proposals, and if an assessment of the impact on equalities has been carried out, particularly in terms of race and sex discrimination.
16. Given the number of staff that will potentially be affected, we expect a Section 188 notice to be issued.
  - 16.1 Staff have complained that an external personnel consultant has been attending meetings between them and management and telling them that “we only need to give you 30 days notice if we’re going to make you redundant.” It is not acceptable to talk to staff in this way, particularly when their jobs could be at risk. “30 days notice” refers to the statutory minimum consultation period for redundancies. We should be working to council policies and procedures, not statutory minimums. 30 days notice is a minimum for redundancy situations which could potentially involve between 20 and 100 employees. In practice, employers must consult as soon as possible and not wait until the “statutory clock starts ticking”. Also, in order for consultation to be fair, it must take place when proposals are still at a formative stage.
  - 16.2 Management have proposed a consultation period which begins on 20 December 2006 and ends on 29 January 2007. This is completely unreasonable. This means that consultation starts just a few days before the Christmas holidays, and management know that many staff will be off and that it will be difficult to do any work on this before the new year. That will leave a consultation period of approximately 20 working days. For a restructuring of this size, with the number of staff potentially affected, that is completely unacceptable. We would suggest that consultation should go on until at least the end of February 2007, if these proposals are approved. However, we believe that much more work needs to be done on the new structure.
  - 16.3 Even with the current proposed consultation period, and implementation date of March/April 2006 is completely unrealistic and this should be postponed.
  - 16.4 Management need to remember that consultation needs to be real and meaningful and conducted with a view to avoiding redundancies/dismissals. If it becomes clear that management have already decided to make redundancies before consultation takes place, and are not prepared to consider other options, then this could lead to a ruling that the consultation was not genuinely meaningful.
17. The savings created by these cuts may look attractive on paper, but they will be at the expense of the quality of service that is now offered to library users. The public are likely to be angered by this, which could create negative publicity for the council. There could also be other consequences if the performance of libraries drops.

17.1 If this structure is adopted, it is highly likely to lead to a campaign of industrial action. There is also the possibility of legal claims from staff who lose their jobs.

17.2 We are asking the members of the executive to reject these proposals, or at least delay them so that proper discussions can take place.

**CHRISTOPHER TAYLOR**  
**Assistant Branch Secretary**

Agenda item:

<b>Executive Meeting</b>	<b>On 19 December 2006</b>
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**Report Title:** Further Alterations to the London Plan

**Forward Plan Reference Number:**

**Report of:** Andrew Travers, Interim Director of Environmental Services

**Wards(s) affected:** All

**Report for:** Key Decision

**1. Purpose**

- 1.1 To consider and agree the Council's response to the draft Further Alterations to the London Plan.

**2. Introduction by Executive Member**

2.1

**3. Recommendation**

- 3.1 That the responses to the draft Further Alterations to the London Plan as set out in Appendix 1 be agreed and submitted to the Mayor of London.

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

**Contact Officer:** Malcolm Souch, Team Leader Planning Policy (extension 5590)

**4. Executive Summary**

- 4.1 The draft Further Alterations to the London Plan constitute a first review of the Mayor's London Plan, which was adopted in February 2004. They include previously published Early Alterations which relate to housing supply, waste and minerals. The aims and objectives of the original London Plan remain largely unchanged and the further alterations focus on themes identified in a Statement of Intent published in December 2005.
- 4.2 The draft Further Alterations extend the timeframe of the original Plan from 2016 to

2025/6 and focus on strengthening some of the key policy areas which have developed since the publication of the original London Plan, including climate change, London's geography and its suburbs.

- 4.3 The draft further alterations are accompanied by a sustainability appraisal report, a scenario testing report and an equalities impact assessment. The draft Further Alterations have been published for public consultation and the closing date for comments is 22 December 2006.
- 4.4 The London Plan now forms part of Haringey's statutory development plan and its spatial strategy, growth assumptions and targets will shape Haringey's Local Development Framework, which is required to be in general conformity with the London Plan. Therefore, it is important that the Council comments on the alterations and scrutinises the evidence and growth assumptions. The further alterations and supporting evidence will be debated at a Examination in Public and the Council will have the opportunity to provide further representations to support its submitted comments.
- 4.5 The draft Further Alterations are generally welcomed, particularly the focus on climate change and London's suburbs. However, there are some key concerns regarding the sustainability of the plan to 2026 and the interrelationship between housing and employment growth and transport, community and utility infrastructure, the deliverability of affordable, energy efficient homes, particularly family housing and whether alterations give sufficient attention to outer London boroughs like Haringey. There are also sub-regional issues, particularly waste apportionment and a new sub-regional structure which will require further discussion with sub-regional borough partnerships and a coordinated response for the Examination in Public.

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

- 5.1 The draft Further Alterations to the London Plan have been prepared by the Mayor of London for public consultation under the provisions of s341 of the Greater London Authority Act 1999.

## **6. Local Government (Access to Information) Act 1985**

- 6.1 The following documents were used in the preparation of this report:-
- Draft Further Alterations to the London Plan (Spatial Development Strategy for Greater London) and accompanying Sustainability Appraisal – September 2006
  - Draft Early Alterations to the London Plan Examination in Public Panel Report – September 2006

## **7. Background**

- 7.1 The London Plan was adopted in February 2004. It sets the strategic spatial development priorities and policies for London until 2016 and underpins much of the work of the Greater London Authority.
- 7.2 The Mayor has a legal duty to keep the London Plan under review and up-to-date

as well as ensure that the Mayor's strategies are consistent with each other. In December 2005, the Mayor published a Statement of Intent which set out the scope of the further alterations to the Plan. A public consultation version of the draft alterations was produced in September 2006, which is accompanied by a sustainability appraisal report. The public consultation period runs until 22 December 2006. The Examination in Public and the Panel's report is timetabled for Summer 2007 and it is intended that the altered London Plan will be published in early 2008.

- 7.3 In October 2005, the Mayor published for public consultation early draft alterations to the London Plan on housing supply, waste and minerals. These matters have been subject to an Examination in Public and the Panel Report was published in September 2006. The early alterations will come into effect from April 2007 and are included in the further alterations version of the Plan.
- 7.4 The Mayor's responses to the Panel's report have been included in the Further Alterations. However, they remain subject to final approval and the receipt of no direction from the Secretary of State. In many cases, the Panel's recommendations have resulted in further alterations.
- 7.5 In December 2005, the Mayor of London published a Statement of Intent on the review of the London Plan. The Statement set out the scope of the alterations to the London Plan.

## **8. Introduction**

- 8.1 Most alterations to the London Plan are amendments to clarify points or to take account of new information. Much of the London Plan remains unchanged. Most of the proposed significant policy changes reflect issues highlighted in the Mayor's Statement of Intent. There are 65 new or significantly altered policies and the alterations would increase the number of policies in the London Plan from 184 to 205.
- 8.2 The alterations address most policy areas of the Plan. The most substantive alterations proposed for the London Plan are a group of new policies associated with climate change, renewable energy and sustainable design and construction. Chapter 5 of the Plan has been re-written to conform to new sub regional boundaries. However, most of the policies relating to the sub-regions are not new and are largely the existing policies applied to the new sub regional geography.

## **9. Summary of Further Alterations and Responses**

- 9.1 Appendix 1 sets out the detailed responses on the draft Further Alterations. Set out below is a summary of key issues and responses.

### Process and scope of the review

- 9.2 The draft Further Alterations to the London Plan constitutes a first review of the Mayor's London Plan, which was adopted in February 2004. The review has focused on selective alterations to the Plan and many areas have been left largely

unchanged.

- 9.3 The draft further alterations increase the number of policies and level of detail in the London Plan and require boroughs in their Development Plan Documents to undertake additional work. Haringey's Local Development Framework will need to address these policy areas to conform to the altered London Plan.

*Response*

- 9.4 The further alterations are generally supported, particularly the emphasis given to key policy issues on climate change and London's suburbs. Although detailed guidance is welcomed, it should be recognised that many new and altered policies place additional requirements on Development Plan Documents, for example policies on areas deficient in access to nature and areas of relative tranquillity in relation to noise impact. The Mayor should acknowledge that new policy requirements will require additional resources and new skills at a borough level.
- 9.5 It is noted that important policy areas have not yet been reviewed, for example Strategic Employment Locations, the town centre network and policies, the Blue Ribbon Network and London-wide gypsy and traveller accommodation needs. In addition, there has been little policy assessment to determine the effectiveness of existing policies, prior to proposing changes. With the exception of the Sub Regional Development Frameworks the evidence base for the new and altered policies has not been published.
- 9.6 Whilst the early alterations on housing supply, waste and minerals have been included in the further alterations, separating these alterations has confused the review process. It is not clear whether the Examination in Public Panel's recommendations on the early alterations have been addressed fully in the further alterations. This should be clarified. It would also be helpful if the further alterations referred specifically to the proposed changes to the powers and responsibilities of the Mayor and Assembly.

A Spatial Strategy for London

- 9.7 The draft further alterations include a new policy which sets out a spatial strategy for London. It brings together many policies of the plan, such as new policies on growth areas and the relationship with the wider metropolitan region and London's suburbs. The Mayor considers that together the new policy constitutes a 'polycentric development strategy' which addresses the role of each part of London. The further alterations extend the Plan timescale from 2016 to 2025/26, but in many areas the existing policies and targets remain unchanged.

*Response*

- 9.8 The new policy setting out a more comprehensive spatial strategy is welcomed. However, in responding to the draft North London Sub-Regional Development Framework (SRDF), the Council requested that the final SRDF should provide more detail on proposals for essential social, transport and utility infrastructure and the relationship between housing growth and that infrastructure requirements

should be fully addressed in the London Plan review. The new spatial strategy policy does not fully address the impact of growth on infrastructure and the relationship between the level and pace of development and infrastructure needs and capacity. The altered Plan states that, as a broad rule, there is sufficient land to accommodate projected growth. However, there is no analysis to support this assumption.

- 9.9 The further alterations extend the Plan timescale from 2016 to 2026. However, insufficient evidence and policy review has taken place to address the impact of this growth. The further alterations include an updated table showing indicative phasing of growth in jobs and homes by sub-region up to 2026 and a new table showing indicative phasing of public transport capacity increases by sub-region up to and beyond 2022. Unfortunately there is little analysis of the relationship between the two tables, particularly below a sub-regional level. The preparation of the further alterations has been informed by a parallel scenario development and policy testing exercise. The scenario testing exercise has not fully addressed the impacts of growth on social, transport or utility infrastructure.

#### Climate Change, Renewable Energy and Sustainable Design and Construction

- 9.10 The further alterations focus on ensuring that new development, transport provision and waste management arrangements and investments are designed to help mitigate climate change and to be adaptable to its effects. Other initiatives such as changing behaviour and lifestyles and developing cost efficient ways of 'retro-fitting' existing buildings and transport investment will be addressed more specifically in the Mayor's other strategies, notably a forthcoming Climate Change strategy. Nevertheless, a new policy supports programmes to refurbish buildings which will reduce carbon emissions, increase thermal efficiency, reduce waste and noise impacts, conserve water materials and other resources.
- 9.11 The draft alterations propose to set carbon dioxide reduction targets with a long-term target of a 60% reduction by 2050. The Mayor has set the following minimum targets for London (against a 1990 base):
- 15 per cent by 2010
  - 20 per cent by 2015
  - 25 per cent by 2020
  - 30 per cent by 2025
- 9.12 The draft further alterations set out a series of complementary policies to achieve carbon dioxide reductions, including doubling the carbon emission reductions that developments should achieve through onsite renewable energy from 10% to 20%. Opportunity Areas are seen as having particular potential for adaptation and mitigation measures concerning climate change.

#### *Response*

- 9.13 The emphasis given to climate change in the further alterations is welcomed and supported. Haringey's Unitary Development Plan already contains policies on sustainable design and construction, a requirement for 10% on-site renewable

energy and policies on energy efficiency in buildings. The Mayor is encouraged to provide design guidance on how the 20% on site renewable energy target is to be achieved.

- 9.14 It should be fully recognised that these targets are also dependent on measures other than planning policy such as changing behaviour and lifestyles and 'retro-fitting' existing buildings. The Council is currently exploring local targets and carbon reduction scenarios and through this process will identify levels of intervention necessary to achieve these targets at a borough level. The staggered long term carbon reduction targets are welcomed as is the commitment to monitor and review these targets. Further research on the contribution of new development in reducing overall carbon dioxide emissions would be helpful.

#### Water and Waste Management

- 9.15 A number of alterations are proposed for policies on flood protection and management and waste planning. Greater emphasis is given to flood risk and sustainable drainage. The further alterations set a maximum water use target for residential development which should be achievable through using water efficient fixtures and fittings.
- 9.16 In addition to recycling or composting targets for municipal waste proposed in the early alterations, the further alterations propose recycling or composting targets for commercial and industrial waste. The further alterations incorporate early alterations to safeguard all existing waste sites and identify new sites for new facilities and identify broad locations suitable for recycling and waste treatment facilities. Borough waste apportionment figures for municipal and commercial / industrial waste has been published as a separate minor alteration on 22 November.

#### *Response*

- 9.17 The attention given to flood risk and sustainable drainage is supported. The alteration on sustainable drainage, to include recognition of the contribution of landscaping in front gardens is welcomed. With regard to the water use target, the Mayor should identify measures to support boroughs to ensure that design features identified in sustainability statements are actually implemented during the construction stage.
- 9.18 The final report detailing the waste apportionment methodology will be made available in early December. Until this time it is not possible to comment on the borough apportionment figures. One of the key inputs into the model is borough level assessments of employment land. There is a concern regarding the reliability of the desk-top assessments of employment land, particularly as the figures have been produced in advance of a review of Strategic Employment Locations.
- 9.19 The North London Joint Waste Development Plan Document will consider options for managing waste that will be generated across the seven boroughs and will identify and safeguard sites for managing and recycling that waste using a mix of different technologies. In advance of this document, it is considered that the

identification of Strategic Employment Locations and Local Employment Areas as broad locations for waste facilities is not appropriate.

### London's Economy

- 9.20 The further alterations seek to develop London's economy and predict a net overall growth of 847,000 jobs in London between 2006 and 2026. However, outside central London the further alterations seek to consolidate office locations, release commercial sites to housing, waste and transport facilities and encourage mixed use development. The further alterations do recognise that new economic sectors will emerge, including environmental industries. There is a new policy on improving employment opportunities for Londoners with an emphasis on access to affordable and accessible childcare and on improving skills.
- 9.21 The further alterations include new borough employment forecasts to support the overall growth figure for London and an altered table showing phasing of growth in jobs and homes to 2026. These forecasts are based on a different methodology from previous forecasts.

### *Response*

- 9.22 The further alterations raise important issues for the future of Haringey's local economy which will require further research and discussion. The alterations refer to strategically specified office locations outside central London, without defining where they are. In particular, it is unclear whether Opportunity Areas or Wood Green Metropolitan Centre would fit into this category.
- 9.23 It is disappointing that the Strategic Employment Locations were not reviewed as part of the alterations to the London Plan. This is needed in response to early alterations on housing supply and waste planning which refer to surplus employment land as a source of additional housing and for waste management facilities. Also, the designation of Strategic Employment Locations is inconsistent with the designation of Tottenham Hale as an Opportunity Area and Haringey Heartlands as an Area for Intensification as it does not reflect residential led mixed use regeneration in these areas. Also other locally significant industrial sites may benefit from strategic protection.
- 9.24 The new employment forecasts improve Haringey's employment prospects. The forecasts estimate that jobs in Haringey will increase by 13,000 between 2006 and 2026 (a 17.1% net growth). This represents a significant increase from the previous employment forecast for 2006-2016. The difference is attributed to a change in methodology. The employment future of Haringey is a key policy issue. The employment forecasts and implications will require further scrutiny and discussion, particularly with sub-regional partners. Further work is underway to address the interrelationships between employment growth, housing growth and transport infrastructure and the implications for employment areas, town centres and Opportunity Areas.

### Housing

9.25 The early alterations and some of the Panel's recommendations addressing housing supply and borough targets have been incorporated into the further alterations document. Further alterations are also proposed to refine the housing density matrix and site character definitions and new policies are proposed on quality of new housing provision and affordable housing thresholds. A new table rolls forward indicative borough housing capacity to 2026/27.

*Response*

9.26 The further alteration to refine the housing density matrix and the new policy on affordable housing thresholds are supported. The refinements to the density matrix should encourage a better mix of dwelling sizes including larger units and recognise that large areas of the borough are suburban in character.

9.27 The Plan is rolled forward to 2026/27. The new annual housing capacity range for Haringey up to 890 dwellings per annum exceeds the current annual target of 680 additional homes. Although these figures do not constitute targets, they should not be contained with the London Plan as part of the development plan for Haringey in advance of a 2011 London Housing Capacity or any borough housing capacity assessment. The further alterations do recognise that traditional sources of housing supply are drying up and new options will have to be explored. As such the new borough figures are premature. Future housing capacity studies should address transport, social and utility infrastructure provision.

Transport

9.28 The Mayor's Transport Strategy will be revised in conjunction with the London Plan review. The key further alterations relating to transport include a greater emphasis on walking and cycling, closer integration of transport investment with public realm improvements, rolling forward a target for a 50% increase in public transport to 2026 (to match growth requirements), measures to make more effective use of existing and already planned transport capacity, for example Victoria and Piccadilly Line upgrades by 2013/2014. A updated table showing indicative phasing and status of major transport schemes is provided and includes improvements to Tottenham Hale interchange and gyratory (by 2017), longer term enhancements to the West Anglia Railway (post 2022) and North London Railway enhancements (by 2012) which includes creation of an orbital railway by linking and enhancing the East, West and North London lines, including electrification of the Gospel Oak to Barking line (Orbirail).

*Response*

9.29 The identified transport schemes in Haringey are supported. Enhancements to the capacity of the West Anglia rail corridor is a key requirement to unlock the growth potential in the Upper Lee Valley and the London-Stansted-Cambridge-Peterborough growth area, in particular the development at Tottenham Hale. However, completion of longer term enhancements to the West Anglia Railway are phased post 2022 and this presents a risk to the regeneration of the Opportunity Area, the growth area and Tottenham Hale. In addition, the further alterations should fully recognise the importance of direct rail linkage along the Lee Valley line

between Tottenham Hale and Stratford and direct services from Seven Sisters to Stratford to support sustainable access to Stratford and the Olympics site and for the Olympics legacy.

#### London's sub regions

- 9.30 The draft further alterations propose a new sub regional structure. This will have implications for many of the London Plan policies and the growth assumptions and targets in the altered Plan. In turn the new structure will influence the spatial strategy of borough Local Development Frameworks. The options for a new sub regional structure were considered in a Review of Sub-Regional Boundaries by Addison and Associates for the Greater London Authority in June 2006. The review considers five options:
- A. existing London Plan sub-regions
  - B. centre and four outer London sector sub regions
  - C. five radial sector sub regions
  - D. four radial sector sub regions with East sub region split at the Thames
  - E. four radial sector sub region with East unchanged.
- 9.31 The further alterations propose the adoption of 'Option C' which would include five sub-regions with no central sub-region. The new structure is based on a radial rather than a concentric structure and seeks to integrate the outer, inner and central parts of London and improve arrangements for spatial planning in London. A radial structure is considered more appropriate for coordinating and implementing strategic policy and delivery of key services. The new North sub-region would include the boroughs of Barnet, Camden, Enfield, Haringey, Hackney, Islington and Westminster.
- Response*
- 9.32 The Addison and Associates report notes that altering the sub regional structure would involve considerable upheaval, change of practice and discontinuity of action, and that there needs to be a strong justification for making such changes. It is considered that a strong justification for the proposed change has not been made.
- 9.33 It is recognised that the other options have advantages and disadvantages. Option B would place Haringey (along with Enfield) in a North East sub region which would align with the Central Activities Zones, London-Stansted-Cambridge-Peterborough Growth Area, but would split rail corridors and some existing sub regional partnerships, such as the north London housing sub region and the North London Waste Authority.
- 9.34 The report identifies that the main advantage of a radial structure (Options C, D and E) is that it links central boroughs, with limited development opportunities with greater opportunities in outer London, particularly in relation to housing and waste disposal. Option C, with a north London sub region, broadly aligns with the north London housing sub region and the North London Waste Authority, but splits the London-Stansted-Cambridge-Peterborough Growth Areas, the Central Activities

Zone and main line rail corridors.

- 9.35 Options D and E propose four radial sectors and raise similar issues to Option C. Option D includes Haringey within a North East sub region and aligns with the London-Stansted-Cambridge-Peterborough Growth Area and most main line rail corridors. However it does not align with existing sub regional partnerships. Option E is similar to Option C, the only difference being in North London where Waltham Forest is included at the expense of Hackney.
- 9.36 It is considered that the Mayor should provide further justification for a new sub regional structure having regard to the need for a manageable sub region whose boroughs share common issues and solutions to spatial planning and to ensure that boundaries offer a 'best fit' with the growth areas, the Central Activities Zone and existing partnerships, such as the waste authority areas and the housing sub-regions.

#### London's suburbs

- 9.37 A key spatial priority for the altered London Plan is the focus on London's suburbs and their varied communities. A new policy is proposed which promotes local economies, focuses development in town centres at higher densities, improves local services and facilities, maintains and improves the features of London's suburbs, such as open space and encourages a low carbon emission approach across London's suburbs.

#### *Response*

- 9.38 The detailed policy on London's suburbs is supported. However, crucial to its implementation is the interrelationship between housing and population growth and employment growth in outer London. The main conclusion from the housing targets and employment forecasts is that Haringey is likely to develop as a 'residential dormitory' and will not be able provide sufficient employment opportunities for its growing population and will have to increasingly rely on other parts of London and beyond to provide job opportunities for its residents. This is likely to increase levels of commuting on a transport network which is already overcrowded and congested.
- 9.39 The role of outer London town and local centres is crucial to the future sustainability of London's suburbs. The emphasis on enhancing town and local centres is welcomed. The Mayor is urged to undertake further work on London's strategic town centre network, the role of local shopping centres in outer London and the benefits of diversifying 'out of centre' locations and improving their public transport accessibility.

### **10. Sustainability Appraisal**

- 10.1 The draft Further Alterations are accompanied by a sustainability appraisal report. The purpose of the sustainability appraisal is to assess the potential effects of the further alterations to the Plan, to identify recommendations for mitigation measures that would address any potentially adverse effects, and ultimately to improve the

sustainability of the Plan. The aim was to increase consistency of implementation of policies and adequately address a number of key issues, rather than to propose radical revisions.

- 10.2 A set of 20 objectives were selected to assess the potential effects of the Plan. As the London Plan is to be altered rather than replaced two main options were considered:- do nothing and continue applying the London Plan as it stands or make alterations, which strengthen policy in several areas in the pursuit of sustainable development.
- 10.3 The sustainability appraisal accepts that growth will occur in London and concludes that the alterations will improve the sustainability of the Plan. It is recognised that the review of the London Plan has resulted in selective alterations and that inevitably there will be outstanding issues regarding the provision of social, utility and transport infrastructure which will require further discussions with stakeholders and addressed through complementary strategies, for example a revision to the Mayor's Transport Strategy and a forthcoming draft Water Action Framework.

## **11. Consultation**

- 11.1 The Mayor of London is responsible for consultation on the draft Further Alterations to the London Plan. Public consultation of the draft alterations will close on 22 December 2006. An Examination in Public on the alterations is scheduled for Summer 2007 and it is intended that the altered London Plan will be published in early 2008.

## **12. Summary and Conclusion**

- 12.1 The London Plan forms part of Haringey's statutory development plan. Haringey's Unitary Development Plan is required to be in general conformity with the London Plan. The UDP and the subsequent Local Development Framework will need to reflect the new and altered policies of the London Plan. It is therefore important that the Council responds to the draft Further Alterations to the London Plan.

## **13. Recommendations**

- 13.1 That the responses to the draft Further Alterations to the London Plan as set out in Appendix 1 be agreed and submitted to the Mayor of London

## **14. Comments of the Director of Finance**

- 14.1 The financial implications of the impact of the London Plan on the Council will need to be assessed as part of formulating and implementing any specific elements of the Plan. Generally any additional unbudgeted cost pressures will need to be considered as part of the Council's relevant financial planning cycle.

## **15. Comments of the Head of Legal Services**

- 15.1 The Head of Legal Services has been consulted on the report and the responses to

the Draft Further Alterations to the London Plan, and her comments have been incorporated and there is nothing to add.

**16. Equalities Implications**

16.1 The London Plan is the responsibility of the Mayor of London. The further alterations to the London Plan are accompanied by an Equalities Impact Assessment (September 2006). The draft further alterations strengthen the social inclusion objectives of the London Plan and note the importance of improving the quality of life of the poorest Londoners by improving their economic base and reducing barriers to employment opportunities. The objectives have also been strengthened to include the provision of health and childcare facilities as well as play space within key social infrastructure requirements, and to directly address health inequalities. The action plan produced as a result of the initial Equalities Impact Assessment will be reviewed after the consultation process has been carried out on the draft Further Alterations.

**17. Appendices**

17.1 Appendix 1 – Responses on the Draft Further Alterations to the London Plan

Comments on the Draft Further Alterations to the London Plan

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
<b>PREAMBLE AND INTRODUCTION</b>		
The process for agreeing the further alterations to the plan	The further alterations follow a Statement of Intent which was published in December 2005.	<p>Qualified support. The Statement of Intent set out the policy areas of the London Plan that were to be reviewed. However, there are policy areas which are important to Haringey and identified in the North London Sub-Regional Development Framework which have not been addressed or have been given limited attention. These include:</p> <ul style="list-style-type: none"> <li>• Spatial and land use implications of employment growth projections particularly in London's suburbs</li> <li>• Guidance on the outer London office market and the role of mixed use development</li> <li>• Review and changes to Strategic Industrial Locations</li> <li>• Retail capacity and provision</li> <li>• Review of the town centre network</li> <li>• Education needs</li> <li>• A London wide study of gypsy and traveller accommodation to inform borough targets (to be completed by June 2007). Consultants have now been selected to advise on the Accommodation Need Assessment at Borough, Sub-Regional and London wide levels.</li> </ul>

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
		<p>The Council notes the list of proposed London Plan Supplementary Guidance in Annex 6. The Mayor is urged to progress this guidance and to indicate a timetable for the revision of the Sub-Regional Development Frameworks.</p> <p>Whilst the early alterations on housing supply, waste and minerals have been included in the further alterations, it is not clear whether the Examination in Public Panel's recommendations on the early alterations have been addressed fully in the further alterations. This should be clarified.</p>
Objective 1	Alterations to key policy directions to give emphasis to climate change, to the Central Activities Zone as a focus for development and to improving suburban areas.	Support the emphasis given to climate change and suburbs. However, it is unclear how an improved economic base will be delivered and how access to employment opportunities across London will be improved.
Objective 2	Alterations to key policy directions to address health inequalities, to ensure that housing mix policies meet the needs of larger households and improve the provision of playspace and facilities for children and young people.	<p>Qualified support. The additional policy direction to ensure that housing mix policies meet the needs of larger households appears not to have been taken forward in Policy 3A.4. The focus on unit volume of housing supply gives insufficient attention to the type and mix of housing provision, particularly the need for affordable family-sized housing. Following meetings between the Leader of the Council and the Mayor of London, the Council seeks reassurance that the issue of family housing is to be given greater emphasis.</p> <p>It is noted that the Greater London Authority Bill requires the Mayor's housing strategy to include a statement of strategic housing investment priorities setting out the amount, type and location of new</p>

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
		affordable housing.
Objective 3	Alterations to key policy directions to focus economic growth in the Central Activities Zone, build on the opportunities provided by the 2012 Olympics and Paralympic games and enhance the business environment across London and secure an attractive and safe public realm.	Qualified support. The concentration of economic growth in central London may not be conducive to a polycentric approach which supports growth and investment in outer London.
Objective 4	Alterations to key policy directions to improve the provision of social infrastructure and related services and ensure the legacy of the 2012 Olympic and Paralympic games increases access to facilities from deprived areas.	Qualified support. The North London Sub Regional Development Framework did not provide further detailed information on social, transport and utility infrastructure requirements and the new London Plan policy on the spatial strategy for development (policy 2A.1i) does not fully address the impact of growth on infrastructure and the relationship between the level and pace of development and infrastructure needs and capacity.
Objective 5	Alterations to key policy directions to secure the early completion of Crossrail, strengthen measures to reduce carbon dioxide emissions and the negative impacts of transport on air quality and increase safety and security on the transport system.	Support.
Objective 6	Alterations to the objective and key policy directions to make London an exemplary world city in mitigating and adapting to climate change and achieve design which is safe and sustainable and to protect and increase biodiversity.	Support.
<b>CHAPTER 1 POSITIONING LONDON</b>		
New Policy 1.1 London in its global, European and UK context	New policy to place London in its global, European and UK context and to ensure that all strategic agencies support London's development as the main world city and major gateway to Europe and	Support.

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
	the UK.	
<p>New Policy 1.2 London and the wider metropolitan region</p> <p>New Policy 1.3 Growth Areas</p>	<p>New policies to coordinate approaches to strategic issues in London and the wider metropolitan region (including the East of England and South East regions) and linkages and capacity in the London-Cambridge-Stansted-Peterborough Growth Area.</p>	<p>Support. The Council will look to the Mayor, the LDA and TfL to coordinate approaches to strategic issues in North London and the East of England region and linkages and capacity in the London-Cambridge-Stansted-Peterborough Growth Area, and more specifically the Upper Lea Valley Opportunity Area.</p> <p>The collaboration between LDA, EEDA and SEEDA on strategic issues identified in paragraph 6.50i is noted.</p>
Paragraph 1.18	<p>The Mayor will also work with regional partners to explore how Londoners can help redress labour market constraints in nearby parts of the wider South East</p>	Support.
Paragraph 1.19	<p>The mitigation of and adaptation to climate change will require co-ordination of policies across the wider metropolitan area</p>	Support.
Paragraph 1.26	<p>TfL has started to reverse a trend of a lack of investment in public transport with a major programme of transport investment already underway and substantial strategic and more local proposals for the future.</p>	Support. Inaccurate cross reference to paragraph 3.160i.
<p>Paragraphs 1.42 – 1.46 Future economic and employment change</p> <p>Table 5A.1 Indicative sub-regional population, households and employment growth 2006 – 2026</p> <p>Table 6A.1 Indicative average</p>	<p>The net growth in jobs in London 2006-2026 is projected as 847,000.</p> <p>A major driver for jobs growth is people-oriented services. Between 1983 and 2003 these industries created 190,000 jobs in London. Projections indicate that these services will create an additional 333,000 jobs between 2006 and 2026.</p>	<p>Qualified support. The proposed foundation of economic growth is uneven. Tables 5A.1 and 6A.1 forecast job growth in the proposed sub-regions. In the case of North London this masks wide borough variations in overall job growth, office based job growth and demand for office floorspace. 80.6% of the net job growth in the North London sub region will be in the boroughs of Westminster, Camden and Islington.</p>

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
annual phasing of growth in jobs and homes.		<p>The new employment forecasts 'Borough employment projections to 2026: Working Paper 18 (GLA Economics October 2006)' improve Haringey's employment prospects.</p> <p>Jobs in Haringey are projected to increase by 13,000 between 2006 and 2026 (a 17.1% net growth). This represents an increase from the 'static' job forecast for 2006-2016. The difference is attributed to a change in methodology with the use of a 'triangulation' method.</p> <p>The employment future of Haringey is a key policy issue. The employment forecasts and implications require further scrutiny and discussion, particularly with sub-regional partners. Further work is underway to address the interrelationships between employment growth, housing growth and transport infrastructure and the implications for employment areas, town centres and Opportunity Areas.</p> <p>Table 6A.1 phases the growth of jobs into three phases. Whilst the longer term prospects (2017-2026) for North London have improved this does raise concerns whether new transport infrastructure will be in place to support the job growth.</p> <p>The Council welcomes the recognition of the job opportunities that are generated by housing growth. As paragraph 2.20ii states it is estimated that, on average, for every extra 1,000 new residents, 230 new local jobs are created, with particular potential</p>

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
		<p>for growth in the retail and leisure sectors as well as local business services. It is also noted that the environmental goods and services sector is forecast to double by 2010.</p> <p>A key will be to understand the spatial and land use implications of the employment projections in outer London and to match the job growth to the local labour supply. As such the Council supports the alteration to Policy 3B.6 which will keep under review the spatial implications of the emergence of new sectors of strategic importance and the promotion of innovation and knowledge transfer.</p>
<b>CHAPTER 2 THE BROAD DEVELOPMENT STRATEGY</b>		
Policy 2A.1 Sustainability criteria	Altered policy emphasising the impact of development on London's natural resources, environmental and cultural assets and the health of local people and upon the objective to adapting to and mitigating the effect of climate change.	Support.
Policy 2A.1i The spatial strategy for development	<p>New overarching spatial policy which refers to other policies of the plan.</p> <ul style="list-style-type: none"> <li>• Improving London's accessibility through the co-ordination of transport and development with an emphasis on improvement to public transport and reducing traffic congestion (Chapter 3C).</li> </ul>	<p>Qualified support. The new policy setting out a more comprehensive spatial strategy is welcomed. However, there are issues relating to its implementation.</p> <p>In responding to the draft North London Sub-Regional Development Framework (SRDF), the Council requested that the final SRDF should provide more detail on proposals for essential social, transport and utility infrastructure and the relationship between housing growth and that infrastructure requirements should be fully addressed in the London Plan review. The new</p>

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
		<p>spatial strategy policy does not fully address the impact of growth on infrastructure and the relationship between the level and pace of development and infrastructure needs and capacity. The altered Plan states that, as a broad rule, there is sufficient land to accommodate projected growth. However, there is no analysis to support this assumption.</p> <p>The further alterations include an updated table (Table 6A.1) showing indicative phasing of growth in jobs and homes by sub-region up to 2026 and a new table (Table 6A.2) showing indicative phasing of public transport capacity increases by sub-region up to and beyond 2022. Unfortunately there is little analysis of the relationship between the two tables. The preparation of the further alterations has been informed by a parallel scenario development and policy testing exercise. The scenario testing exercise has not fully addressed the impacts of growth on social, transport or utility infrastructure.</p>
Policy 2A.1ii London's Sub Regions	<p>New policy proposing a new sub regional structure (see Chapter 5)</p> <p>Revised Sub Regional Development Frameworks will seek to integrate a broad range of strategic implementation issues.</p>	See response to Chapter 5.
Policy 2A.1iii The Central Activities Zone	New policy which strengthens the strategic role of the Central Activities Zone (CAZ) and proposes a planning framework for the CAZ.	Support
Policy 2A.2 Opportunity Areas	Altered policy to focus on good design, including public realm, open space and where appropriate	Support. There is no mention in Policy 2A.2 of measures to mitigate and adapt to climate change

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
	tall buildings.	and reference is delegated to paragraph 2.8
Policy 2A.5 Town Centres	Altered policy to enhancing and diversify the role of town centres and consolidate their strengths.	<p>Qualified support. The Council welcomes the alteration to Policy 2A.5 for DPDs to promote town centre sites for retail development, but this could extend to all town centre uses and health uses. This is acknowledged in Policy 3D.2.</p> <p>The third bullet 'reducing delivery, servicing and road use conflict' would benefit from clarification.</p>
Policy 2A.6 The suburbs: supporting sustainable communities	A new policy which promotes local economies, focuses development in town centres at higher densities, improves local services and facilities, maintains and improves the features of London's suburbs, such as open space and encourages a low carbon emission approach across London's suburbs.	<p>Qualified support. The detailed policy on London's suburbs is supported. However, crucial to its implementation is the interrelationship between housing and population growth and employment growth in outer London. The main conclusion from the housing targets and employment forecasts is that Haringey will not be able provide sufficient employment opportunities for its growing population and will have to increasingly rely on other parts of London and beyond to provide job opportunities for its residents. This is likely to increase levels of commuting on a transport network which is already overcrowded and congested.</p> <p>Paragraph 2.18i does recognise that London's suburbs are hugely varied in character and have different priorities and issues. As such the new policy provides the framework for further work and discussion on policy issues which affect Haringey.</p> <p>Notwithstanding paragraph 2.22, it would be helpful if the further alterations defined precisely what is meant by the term 'suburbs' and how this relates to the suburban setting in Table 3A.2 Density Matrix.</p>

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
		<p>The 2<sup>nd</sup> bullet should be split into two bullet points.</p> <p>Although the 5<sup>th</sup> bullet point is unaltered, the issue of intensification of land around town centres raises concerns regarding the relationship between linear town centres and adjoining lower density residential areas.</p> <p>The policy should include references to quality design and crime, safety and security.</p>
Paragraph 2.23ii	Reference is made in to the Mayor's new Regional Housing Strategy	The Greater London Authority Bill requires the Mayor to publish a London Housing Strategy, including a statement of housing investment priorities setting out in outline the amount, type and location of new affordable housing. Local housing strategies should be in general conformity with the Mayor's strategy and the Housing Corporation will be required to have regard to the strategy in carrying out its functions.
Policy 2A.7 Strategic Industrial Locations	Altered policy to rename Strategic Employment Locations as Strategic Industrial Locations and prepare frameworks to manage London's stock of industrial land.	See response to Policy 3B.5
<b>CHAPTER 3 LIVING IN LONDON</b>		
Paragraph 3.8	This Plan assumes that the existing backlog in housing need should be met over a ten year period. The GLA Housing Requirements Study estimated that the net housing requirement arising from household population change and historic unmet need was 353,500 homes over 10 years or 35,400 additional homes a year.	Housing and population growth across London needs to be supported by investment in social infrastructure. There needs to be a proper mechanism in place to ensure the phasing of such investment. Both the early and further alterations recognise this. However there is no detail on how the Mayor proposes to support the coordination of

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
		the delivery of the required infrastructure.
<p>Policy 3A.2i Maximising the potential of sites</p> <p>Table 3A.2</p>	<p>Altered policy stating that boroughs should develop residential and commercial density policies and adopt the residential density ranges set out in Table 3A.2 and which are compatible with sustainable residential quality.</p> <p>Revised Density Matrix table to give density ranges (by units per hectare) for different average dwelling sizes.</p>	<p>Support. Haringey's adopted UDP refers to the London Plan density ranges. The altered Table 3A.2 relates dwelling mix to density and should encourage a better mix of dwelling unit sizes including larger units. The Council questions whether in practice there will be Suburban locations with PTALs 4-6 or Central locations with PTALs 0-1. The Council would welcome guidance on how to apply the matrix.</p>
Paragraph 3.15v	Alteration to definitions of location setting used in the matrix to take account of accessibility to town centres.	<p>Support. The location setting definitions take account of walking distance to a town centre. This clearly identifies that parts of Haringey are suburban in character (ie. beyond 10 minutes walking distance of a district centre or main arterial route). However, more work needs to be done to define suburban character. The Council notes that paragraph 2.18i states that suburbs are hugely varied in character. For example, the definition of suburban could include relatively low density terraced housing.</p>
Paragraph 3.15vi	New paragraph explaining how the density of schemes can be at the higher or lower end of the appropriate density range depending on public transport connectivity and capacity.	Support
Paragraph 3.16	Paragraph updated to reflect the 2004 London Housing Capacity Study. It is estimated that about 13,500 dwellings could be brought back into use between 2007/8 and 2016/17. This target of 1,350 a year is incorporated in the new housing provision targets set out in table 3A.1 above.	The new empty property figure for Haringey is supported.
Policy 3A.4 Housing Choice	Deletion of students, older people, families with children and people willing to share	A new key policy objective to ensure that housing mix policies meet the needs of larger households

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
	accommodation.	<p>has not been taken forward in policy.</p> <p>The Council notes the publication of the London Assembly report 'Size Matters: The need for more family homes in London' (June 2006). The report found that there were three issues that hamper boroughs and RSLs in building larger homes – funding, suitability and the method used to calculate the amount of affordable housing per development. The Mayor's SPG on housing addresses the latter point where the proportion of affordable housing could be calculated in terms of habitable rooms or floorspace. There is clearly a tension between achieving housing targets at higher densities and the provision of family housing. Family sized housing has more specific requirements than smaller units because of the presence of children.</p> <p>The Council notes the publication of draft SPG on Providing for Children and Young People's Play and Informal Recreation (October 2006). The draft SPG notes the issue of density of development and provision of adequate on-site play provision. The issue of funding is crucial to the provision of affordable family housing and it is noted that the proposed power for the Mayor to allocate the affordable housing part of the Regional Housing Pot should assist. The Housing Corporation has addressed this issue by assessing applications and distributing grants on a per person and per unit basis, thus increasing funding for larger homes.</p>
New Policy 3A.4i Quality of new	New policy which refers to the design and	Support new policy and the shift in emphasis from

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
housing provision	construction policies in Chapter 4A, the density requirements in Policy 3A.2A and the provision of play and informal recreation provision for children and young people.	unit volume of housing supply to quality of new housing provision. However, the policy should given an explicit statement on the importance of good quality design.
Policy 3A.5 Large Residential Developments	Requirement for boroughs to prepare planning frameworks for all large residential sites of 5 hectares or more, or that are capable of accommodating more than 200 dwellings.	Support. However, the requirement to provide planning frameworks for all large residential schemes (200 units on over 5 hectares) goes beyond the recommendation in the Panel Report on the Early Alterations (Recommendation H5) which refers to strategic applications of 500 units or 10 hectares.
Paragraph 3.25i	New paragraph refers to large residential developments offering economies of scale to achieve particularly high environmental standards and very low carbon emissions. The scale of development is likely to make decentralised energy feasible.	Support.
Paragraph 3.29	Paragraph now states that many key workers will not be able to afford market housing, and some will not be able to afford intermediate housing either and will therefore require social housing.	Support. There have been examples of poor take up of intermediate schemes in Haringey which reflects the affordability of such accommodation and the specific requirements of some key workers. Setting sub targets for different priority groups is appropriate and helpful.
Paragraph 3.33	Within the new housing figure for London (35,400) the need for affordable housing is estimated at 23,000 a year.	Note the high level of affordable housing need. In Haringey affordable housing need exceeds housing capacity in the borough and as such the Council must prioritise towards those in greatest need.
Policy 3A.7 Affordable Housing Targets	Altered policy to reflect different sources of affordable housing supply including affordable housing schemes funded independently of planning contributions from private development.	Support.
Paragraph 3.44i	Altered paragraph to add an exception for off-site provision of affordable housing where more units	Support. Helpful sentences to increase the overall provision of affordable housing and create more

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
	are created than through on-site provision. Generally off-site provision should only be considered where a site is identified and delivery is certain.	socially balanced communities.
New policy 3A.8i Affordable housing thresholds  Paragraph 3.46i	New policy to require affordable housing on sites with a capacity to provide 10 or more homes, applying the density guidance in Policy 3A.2i. Boroughs are encouraged to seek a lower threshold through the DPD process where this can be justified in accordance with Government guidance.  Paragraph 3.46i states that capacity should be accessed according to the density matrix (Table 3A.2).	Haringey's adopted UDP contains a 10 unit threshold for affordable housing. The policy is supported and reference to site capacity is helpful to prevent developers circumventing the threshold. Haringey will consider a lower threshold through the LDF process: an approach which is endorsed in the final version of PPS3.
Paragraph 3.54i	New paragraph stating that boroughs should undertake assessments of the need for care homes for older people, children and other client groups requiring care home provision rather than supported accommodation.	Support.
New paragraphs 3.56i & 3.56ii  New Table 3A.3 DCLG Caravan Count	New paragraphs stating that identified gypsy and traveller sites should be appropriate for residential occupation and have access to social facilities. A comprehensive London wide study of gypsy and traveller accommodation needs has been commissioned by the Mayor in partnership with London boroughs. This will be completed by June 2007 and will form the evidence base for borough targets. In the interim, Table 3A.3 sets out information by borough from the most recent DCLG caravan count, in relation to authorised provision and unauthorised provision.	Support. However, the inclusion of Table 3A.3 setting out the DCLG caravan count does not address need.

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
Policy 3A.14 Addressing the needs of London's diverse population	New sentence added to refer to healthcare, community engagement, and the provision of suitable space for Small and Medium-sized Enterprises.	Support.
New paragraphs 3.62i and 3.62ii	New paragraphs referring to how the Mayor will tackle discrimination, exclusion and health inequalities between different communities.	Support.
Paragraph 3.67ii	New paragraph referring to SPG on the use of benchmark standards for children's play and informal recreation in the preparation of play strategies and the provision of suitable facilities.	Support.
Paragraph 3.76	New sentence stating that policies throughout the London Plan will improve community safety and reduce crime. New paragraph also states that there may be a need for additional prison accommodation within London in the future.	Support. It is assumed that additional prison accommodation will be addressed on a sub-regional basis.
Policy 3A.15 Protection and enhancement of social infrastructure and community facilities	Alterations added to policy referring to the provision of social infrastructure and community facilities to meet increased population and to meet existing deficiencies.	Support the alterations to Policy 3A.15 which assist Haringey negotiate planning obligations for the provision of social infrastructure. However, the policy should recognise that for infrastructure that requires revenue expenditure, ie health facilities, a s106 contribution is seen as interim funding before permanent revenue funding is secured.
Policy 3A.16 The voluntary and community sector	Sentence added referring to Statement of Community Involvement.	Support.
Paragraph 3.82	Sentence added to referring to expansion of new models of NHS care.	Support.
Policy 3A.18 Locations for health care	Policies in DPDs should support the provision of additional healthcare within the borough as identified by the strategic health authorities and primary care trusts.	There is a concern that future health needs from population and housing growth have not be addressed as part of the London Plan review. The Council has already expressed it concern in response to the draft North London SRDF that

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
		there may not be sufficient land to cater for a necessary increase in the number of health care services in the borough and such services will have to compete with other land uses, such as housing and employment uses.
Policy 3A.19 Medical excellence	Policy updated to refer to the protection of existing health facilities and the promotion of new ones.	Support.
Policy 3A.20 Health impacts	Policy altered to require Health Impact Assessments for major applications.	Support.
Policy 3A.21 Education facilities	<p>Altered policy and paragraphs referring to the need for new education facilities specifically in Areas for Regeneration and to maximising the usage of schools in the evening and at weekends to reduce the need for more alternative land.</p> <p>A sub-regional analysis of demands up to 2016 will be provided in the SRDFs.</p>	Support. It is noted that the revised SRDFs will address future educational needs.
Policy 3A.23 Community strategies	Altered policy refers to additional issues that DPDs should address to integrate community strategies into the development process: - business support, employment training and promoting social inclusion; access to social infrastructure and community facilities; climate change; addressing environmental inequalities; and enhancing safety and security.	Support.
<b>CHAPTER 3B: WORKING IN LONDON</b>		
<p>Paragraphs 3.114 - 3.120 Demand and supply of office accommodation</p> <p>Table 3B.1 Demand for office based jobs and floorspace 2006-</p>	<p>The net overall job growth is forecast to increase by 847,000 jobs between 2006 to 2026. The financial and business services sector is projected to grow by 510,000 jobs.</p> <p>There is still pressure for further growth in the</p>	Table 3B.1 forecasts office based jobs by the proposed sub-regions. In the case of North London this masks wide borough variations in office based employment growth and consequently demand for office floorspace.

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
2026	Central Activities Zone. There will continue to be some demand for office based activities elsewhere in London, but to a lesser extent than anticipated in the original London Plan.	<p>Table 3B.1 allocates the 510,000 growth in financial and business services projected for 2006-2026 as a proxy for net office demand. 32% of the growth will be in the north London sub region which translates into a demand for 2.45 million sq.m. of office floorspace. Table 11 of the London Office Policy Review 2006 projects a 6,000 job growth for Haringey in financial and business services from 2006-2026 which translates into a demand for 96,500 sq.m. of office floorspace (Table 14). The stock of office floorspace has decreased in Haringey by 8,000 sq.m. between 2001 and 2005 (Table 19) and there is no office development in the pipeline (Table 17).</p> <p>The report notes that in certain locations, especially the outer North and outer North East boroughs, developers have "given up" on offices, favouring instead either residential or mixed use/retail led renewal schemes. Given the lack of office development in the pipeline and the unattractiveness of the second-hand office market and existing town centre based locations, it is unclear where this demand is to be satisfied.</p>
<p>Policy 3B.2 Office Demand and Supply</p> <p>Paragraph 3.123</p>	<p>Altered policy to enhance the environment and offer of London's office locations and develop strategies to manage long term structural change in the office market beyond the CAZ, focusing on phased consolidation in strategically specified locations.</p> <p>The low rents achieved in parts of the suburban second-hand market also provide little incentive for</p>	<p>Support. The altered policy refers to strategically specified office locations outside central London, without defining where they are. In particular, it is unclear whether Opportunity Areas or Wood Green Metropolitan Centre would fit into this category. The London Office Policy Review concludes that there is no point promoting office development in untried locations.</p>

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
	new investment.	The Council would welcome further research on the outer London office market. It is noted in paragraph 3.124 that SRDFs will provide more local guidance on this matter.
Policy 3B.4 Mixed Use Development	Altered policy referring to strategically specified locations where mixed use development should include office provision.	Support. The altered policy refers to strategically specified office locations outside central London, without defining where they are.
Paragraph 3.124ii	The Mayor will closely monitor implementation of mixed use policy to ensure it meets broader strategic objectives and may provide supplementary planning guidance on implementation of this policy.	Support. The Mayor is encouraged to provide Supplementary Planning Guidance on the implementation of the mixed use development policy.
Policy 3B.5 Strategic Industrial Locations	<p>The Mayor will promote, manage and where necessary protect the varied industrial offer of the Strategic Industrial Locations (SILs), set out in Annex 2 as London's strategic reservoir of industrial capacity. Boroughs should develop policies and criteria to manage Locally Significant and other smaller industrial sites.</p> <p>One criteria is the need for strategic and local provision for waste management, transport facilities, logistics and wholesale markets within London and the wide city region.</p>	It is disappointing that the Strategic Employment Locations were not reviewed as part of the alterations to the London Plan. This is needed in response to early alterations on housing supply and waste planning which refer to surplus employment land as a source of additional housing and for waste management facilities. The designation of Strategic Employment Locations is inconsistent with the designation of Tottenham Hale as an Opportunity Area and Haringey Heartlands as an Area for Intensification as it does not reflect residential led mixed use regeneration in these areas. Also other locally significant industrial sites may benefit from strategic protection.
Paragraph 3.127i	Additional paragraph requiring that surplus industrial land should be used for appropriately located other activities. The choice of land for release should take account of relative environmental quality so that new uses do not compromise nearby industrial operations and vice versa.	Support

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
Policy 3B.6 Supporting innovation	Working with strategic partners, the spatial implications of the emergence of new sectors of strategic importance and the promotion of innovation and knowledge transfer will be kept under review.	Support. See response to paragraphs 1.42 – 1.46 'Future economic and employment change'.
Policy 3B.8 Promotion of e-London	Support for the LDA's e-Business Strategy which will coordinate pan London e-initiatives.	Support
Policy 3B.10 Tourism industry	Development of the tourism strategy to identify and encourage sustainable tourism provision and maximise opportunities arising from the Olympic and Paralympic games.	Support
Policy 3B.11 Environmental industries	Support for Green Industries: the Mayor's commitment to managing 85 per cent of London's waste within its boundaries using sustainable processes including re-cycling and to mitigating and abating the effects of climate change, for example through support for CCHP and renewable fuels (see Chapter 4A) will provide a major impetus to this sector.	Support. The North London Joint Waste DPD will consider options for managing all the types of waste that will be generated across the seven North London boroughs and will identify and safeguard sites for managing and recycling that waste using a mix of different technologies.
Policy 3B.12 Improving employment opportunities for Londoners	<p>Altered policy on improving employment opportunities for Londoners with emphasis on access to affordable and accessible childcare and on improving skills.</p> <p>Reference to increasing the productivity of London's businesses by tailoring supply side skills to employer led demand through the Regional Skills Partnership, the London Skills Commission and Sub Regional Economic Development Implementation Plans.</p>	Support

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
<b>CHAPTER 3C CONNECTING LONDON</b>		
Policy 3C.1 Integrating transport and development	Altered policy to emphasise walking and cycling and encouraging integration of major transport infrastructure with improvements to public realm. The cumulative impacts of development on transport requirements should be taken into account.	Support.
Policy 3C.2 Matching development to transport capacity	Altered policy to encourage boroughs to explore development in areas where there is appropriate transport accessibility and capacity and to facilitate opportunities to integrate major transport proposals with development.	The increased emphasis on integrating transport capacity with spatial development is supported. Reference is made to 'appropriate phasing' until known capacity requirements can be met. This will give borough LDDs will place a critical role in relating key development opportunities to 'appropriate' levels of transport accessibility and capacity, and to integrating development around improving interchanges.
Policy 3C.3 Sustainable transport in London	Altered policy to encourage shifts to more sustainable modes and appropriate demand management and measures that promote use of low carbon technologies.	Support.
Paragraph 3.163	The Mayor supports the use of car clubs and car free or virtually car free development where appropriate, taking account the need for disabled parking.	Support.
Paragraph 3.168i	In exceptional cases, opportunities should also be taken for releasing transport land which will not be required for transport purposes.	Support.
Paragraph 3.169	To meet growing demand for longer distance business related travel improvements should be made through the Lee Valley to Stansted Airport, including increasing capacity to Stansted.	Encouraging longer-distance commuter train services should not be at the expense of local services.
Policy 3C.9 Increasing the	The target for a 50% increase in public transport	The identified transport schemes in Haringey are

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
<p>capacity, quality and integration of public transport to meet London's needs</p> <p>Paragraph 3.181i</p> <p>Table 3C.1 Indicative phasing and status of major transport schemes</p> <p>Table 6A.2 Phasing of public transport capacity increases</p>	<p>capacity is rolled forward to 2026.</p> <p>The proposed transport schemes are described in Table 3C.1 the estimated capacity of these schemes is phased in Table 6A.2</p>	<p>supported. Enhancements to the capacity of the West Anglia rail corridor is a key requirement to unlock the growth potential in the Upper Lee Valley and the London-Stansted-Cambridge-Peterborough growth area, in particular the development at Tottenham Hale. However, completion of longer term enhancements to the West Anglia Railway are phased post 2022 and this presents a risk to the regeneration of the Opportunity Area, the growth area and Tottenham Hale.</p> <p>The Transport for London Investment Programme 2005/6 to 2009/10 makes no commitment to schemes post 2010 so the extent and pace of transport capacity enhancements is unclear, as is ability to meet the 50% increase in public transport capacity by 2026.</p>
<p>Policy 3C.9i Public transport security</p>	<p>New policy on improved public transport security and safety measures.</p>	<p>Support.</p>
<p>Paragraph 3.182i</p>	<p>New paragraph referring to the requirement for major transport improvements to support the London 2012 Olympics and Paralympics and regeneration of the Lower Lea Valley.</p>	<p>The further alterations should fully recognise the importance of direct rail linkage along the Lee Valley line between Tottenham Hale and Stratford and direct services from Seven Sisters to Stratford to support sustainable access to Stratford and the Olympics site and for the Olympics legacy.</p>
<p>Paragraph 3.183i</p>	<p>New paragraph stating that investments in bus services, and in cycling and walking facilities will be a key part of improving accessibility in both inner and outer London.</p>	<p>Support. Further improvements could improve east-west movement in Haringey.</p>
<p>Policy 3C.11 New cross-London links within an enhanced London National Rail network</p>	<p>Altered policy to refer to the creation of an orbital railway by linking and enhancing the East, West and North London lines, including electrification of the Gospel Oak to Barking line (Orbirail)</p>	<p>Support</p>

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
Policy 3C.12 Improved Underground and DLR services	Altered policy referring to specific upgrades of Underground lines, including the Victoria and Piccadilly Line upgrades by 2013/2014.	Support
Policy 3C.13 Enhanced bus priority, tram and busway transit schemes	Altered policy to improve journey times through the implementation of priority schemes to assist buses and new tram and busway transit schemes.	Support
Paragraph 3.197	Recognition that local road improvements will sometimes be required, particularly in areas of substantial regeneration or development activity.	Support. Reference should also be made to the need to manage the capacity of highway networks in the light of the housing growth. Worsening congestion is a particular worry especially in the North Circular corridor.
Policy 3C.20 Improving conditions for walking	Altered policy to ensure DPD policies provide for audits of existing pedestrian infrastructure, plan for suitable crossing facilities around and near new developments and plan for improving the safety and security of the pedestrian environment.	Support
Paragraph 3.218	Altered paragraph identifies the need for a number of small rail freight facilities within the urban area.	The Council notes that the Land for Transport SPG does not deal with specific sites and TfL has decided that further planning guidance is needed.
<b>CHAPTER 3D ENJOYING LONDON</b>		
Policy 3D.1 Supporting Town Centres	Altered policy to encourage forms of development which reduce carbon dioxide emissions, enhance the competitiveness and quality of centres, develop a sense of place and identity for sustainable communities, encourage net additions to town centre capacity role and undertake regular integrated strategic and local consumer need and capacity assessments.	Support. It is noted that a recent report on London Retailing (GLA Economics, October 2006) identifies trends which are significant for the retail function of town centres. It would be helpful if the Mayor sets out how he intends to alter operational practice and consumer behaviour (2nd bullet) and the competitiveness of town centres (4 <sup>th</sup> bullet).
Paragraph 3.226	Altered paragraph which recognises and supports various types of specialisation in the London town centre network.	Support the recognition of specialisation which is important for Haringey's District Centres which reflect the social and ethnic composition of the surrounding area. The Council assumes that the

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
		coordination of strategically functional specialisations will be addressed through the sub regional development frameworks.
3D.2 Town Centre Development	<p>Altered policy requiring DPD policies to assess the need and capacity for additional retail, leisure, commercial and other town centre development in an integrated manner.</p> <p>New 3<sup>rd</sup> bullet to encourage additional comparison goods capacity in larger town centres and convenience capacity in smaller centres of an appropriate scale in order to encourage a sustainable pattern of retail provision.</p> <p>New 5<sup>th</sup> bullet to manage existing out or edge of centre retail and other service provision in line with the sequential approach seeking to reduce car dependency and traffic generation and to improve public transport access to promote more sustainable forms of development. Paragraph 3.230i refers to Brent Cross as falling into this category.</p>	Support. The role of outer London town and local centres is crucial to the future sustainability of London's suburbs. The emphasis on enhancing town and local centres is welcomed. The Mayor is urged to undertake further work on London's strategic town centre network, the role of local shopping centres in outer London and the benefits of diversifying 'out of centre' locations and improving their public transport accessibility.
Policy 3D.3 Maintaining and Improving Retail Facilities	Altered policy to prevent the loss of street and farmers' markets.	Support.
Paragraph 3.236 New Map 3D.2	Altered paragraph and new map identifying the strategic clusters of night time activities in and around central London and in some town centres.	Support identification of strategic clusters of night time activity (Map 3D.2 and Table A1.1) including Wood Green, Muswell Hill, Crouch End and Green Lanes Town Centres as having specialized provision of more than local importance. The best practice guidance on the night time economy is welcomed.
New Policy 3D.4i Casinos	New policy to ensure that the development of 'small' and 'large' casinos take account of the wider	Support

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
	<p>policies of this plan including those for the location of leisure facilities. The Government has announced that for an initial period only there will be only one "Regional", eight "large" and eight "small" casinos. It names Wembley and Greenwich peninsula as appropriate locations for 'Regional' casinos. The Government may decide to permit a greater number of casinos or lift restrictions on their number altogether over the life of the London Plan. Casinos may form part of larger leisure complexes. They should be located in highly accessible areas with scope for sharing car parking provision being maximised.</p>	
<p>Policy 3D.5 The Olympic and Paralympics Games and Sports facilities.</p>	<p>Altered policy to develop and implement legacies from the new permanent facilities in the Olympic Park which are affordable and accessible for all Londoners.</p>	<p>Support.</p>
<p>Policy 3D.6 Visitors accommodation and facilities.  Paragraph 3.243i</p>	<p>Altered policy with a new hotel bedroom target of 50,000 gross rooms by 2026, an emphasis on the quality and variety of hotel accommodation and the need to bring forward a major international convention centre.</p> <p>Sub regional tourism strategies and development frameworks will provide guidance on more local implementation</p>	<p>Support. The GLA Hotel Demand Study (June 2006) estimates the need for 250 net additional hotel bedrooms in Haringey by 2026. The impact of the London 2012 Olympic and Paralympic Games which create demand for visitor and business tourism and conference facilities. It is expected that the geographical spread of hotels is expected to increase linked to redevelopment around transport hubs, which should be addressed in relation to Opportunity Areas. Direct rail linkage between Tottenham Hale and Stratford is therefore important.</p>
<p>Policy 3D.7 Realising the Value of Open Space</p>	<p>Altered policy to treat open space as an integrated system that provides a "green network" containing many uses and performing a wide range of functions. All developments will be expected to</p>	<p>Support.</p>

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
	incorporate appropriate elements of open space that make a positive contribution to the wider network..	
Policy 3D.8 Green Belt	The Mayor will and the boroughs should encourage positive uses for green belt that realise the potential to improve the quality and accessibility of the land while meeting its statutory purpose.	Support so long as there is no conflict between “positive” uses and the national policy presumption against inappropriate development.
Policy 3D.10 Open space provision in DPDs	DPD polices should identify and support Regional and Metropolitan Park opportunities	Support.
Policy 3D.11 Open Space Strategies	Wildlife sites have been added to the areas that boroughs should take audits of.	Support.
New Policy 3D11 Children and Young People’s Play and informal recreation strategies.	New policy to ensure that all children have safe access to good quality, well designed, secure and stimulating play and informal recreation provision. Boroughs should produce play and informal recreation strategies to improve access and opportunity for all children. Audits of exiting play spaces must be undertaken as well as assessment of need. Developments that include housing must make provision for play and informal recreation based on the expected child population generated by the scheme and an assessment of future needs.	Support. The Council notes the publication of draft SPG on Providing for Children and Young People’s Play and Informal Recreation (October 2006). The draft SPG notes the issue of density of development and provision of adequate on-site play provision. Family sized housing has more specific requirements than smaller units because of the presence of children and there are policy tensions between achieving housing targets at higher densities and the provision of family housing.
Policy 3D.12 Biodiversity and Nature Conservation	DPDs should identify deficiency areas and the opportunities for addressing them. Where development might affect important species, the approach should seek to avoid adverse impact.	Support.
Map 3D.4 Sites of Metropolitan Importance for nature conservation and areas of deficiency in access to nature in London	Protection of biodiversity outside strategic areas will also be necessary, and targets have been identified in table 3D.2 for the re-creation and restoration of priority habitats as advocated by PPS9. The Mayor expects that biodiversity and natural heritage of London is to be enhanced and conserved for the benefit of this and future	Support.

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
	generation, and has produced advice on DPD policies for biodiversity to assist the boroughs in doing this.	
(New) Policy 3D.12i Trees and Woodland	All trees and woodland should be maintained, protected and enhanced in support of the London Tree and Woodland Framework. Ancient woodland should be provided with strong protection.	Support.
(New) Policy 3D.12ii Geological Conservation	Boroughs should accord the highest protection to nationally protected sites (SSSIs), give strong protection in their DPDs to Regionally Important Geological Sites, and identify additional sites which are of value at a local level and accord them a level of protection commensurate with their local significance. Where development would affect an identified geological site, the approach should be to seek to avoid adverse impact on the geological interest or to minimise such impact and seek mitigation of any residual impacts. The Mayor will prepare a methodology that will enable boroughs to identify Locally Important Geological Sites (LIGS).	Support
Policy 3D.13 London's countryside and the urban fringe	Altered policy to ensure that DPD policies support regional and cross-boundary urban fringe management.	Support.
<b>4A CLIMATE CHANGE AND LONDON'S METABOLISM</b>		
Paragraphs 4.1ii – 4.1vi	New paragraphs introducing the issue of climate change and the implications for London. Outlines the Mayors commitment to raising awareness and promoting behavioural change in support of mitigation and adaptation. The Mayor will use all of his powers, resources and influence to work with other agencies to raise awareness and promote behavioural change. The London Plan can strongly	Support.

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
	influence the way in which new development responds to the need for mitigation and adaptation. Dealing with climate change is an integral and essential part of the development process and not a set of "add ons".	
Paragraph 4.1	Change to the definition of the proximity principle as follows: the 'proximity principle' – which states that waste should be disposed of at the nearest appropriate installation.	Support in principle although it could be beneficial to align it better with the definition in the glossary.
Policy 4A.15 Tackling climate change	Policy on climate change rewritten. The Mayor will and boroughs should in their DPDs require developments to make the fullest contribution to the mitigation of and adaptation to climate change.	Support
New Policy 4A.2ii Mitigating climate change Paragraphs 4.13i – 4.14i	<p>The Mayor will work towards the long-term reduction of carbon dioxide emissions by 60 % by 2050. The Mayor will and boroughs and other agencies should seek to achieve the following minimum reduction targets for London against a 1990 base; these will be monitored and kept under review:</p> <ul style="list-style-type: none"> <li>• 15% by 2010</li> <li>• 20% by 2015</li> <li>• 25% by 2020</li> <li>• 30% by 2025</li> </ul> <p>The targets are feasible with the full commitment and collaboration of all stakeholders, including the Government.</p>	<p>Support. The Council is exploring local targets and carbon reduction scenarios and through this process will identify levels of intervention necessary to achieve these targets at a borough level.</p> <p>It should be fully recognised that these targets are also dependent on measures other than planning policy such as changing behaviour and lifestyles and 'retro-fitting' existing buildings.</p> <p>The Council welcomes the staggered targets and the commitment to monitor and review these targets. It would welcome further research on the contribution of new development in reducing overall carbon dioxide emissions.</p>

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
Policy 4A.2i Sustainable design and construction	<p>Existing policy amended to increase the measures to be considered in order to ensure sustainable design and construction (SDC).</p> <p>The Mayor will and the boroughs should require all applications for major developments to include a statement on the potential implications of the development on sustainable design and construction.</p>	<p>Support. Haringey's UDP contains a policy on sustainable design and construction. Experience from boroughs which already have similar policies indicates that successful implementation of such policies at borough level requires additional skills and resources which may go beyond traditional planning skills.</p> <p>It may also require new ways of working for instance bringing other staff such as energy managers or building control officers to work together with planners to assess sustainability statements.</p> <p>Regarding monitoring of implementation, the Mayor should identify measures to support borough planners to ensure that design features identified in sustainability statements are actually implemented during construction stage.</p> <p>A London-wide network of expertise which offers free support to planners should be explored.</p>
Paragraph 4.4ii	New paragraph on the Mayor's SPG on SDC and the Demolition Protocol developed by London Remade to support recycling and reuse of materials.	Support.
Paragraph 4.52	New sentences relating to living roofs.	Support.
Policy 4A.8 Energy assessment	Additions to the supporting text of this policy regarding the requirement for an assessment of the energy demand for major developments and what these should include.	Support. As with the sustainability statements above, successful implementation of such policies at borough level requires additional skills and resources which may go beyond traditional planning skills. It also requires pulling together skills available elsewhere such as energy

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
		<p>managers and building control officers working alongside planners to assess energy statements. A London-wide support network should be encouraged.</p> <p>Regarding monitoring of implementation, Mayor should identify measures to support borough planners to ensure that design features identified in sustainability statements are actually implemented during construction stage.</p>
<p>New Policy 4A.5i Decentralised Energy: Heating, Cooling and Power</p>	<p>The Mayor will and boroughs should in their DPDs require all developments to demonstrate that their heating, cooling and power systems have been selected to minimise CO<sub>2</sub> emissions.</p> <p>Developments should evaluate combined cooling, heat, and power (CCHP) and combined heat and power (CHP) systems and where a new CCHP/CHP system is installed as part of a new development, examine opportunities to extend the scheme beyond the site boundary to adjacent areas.</p> <p>The Mayor will expect all major developments to demonstrate that the proposed heating and cooling systems have been selected in accordance with the following order of preference:</p> <ul style="list-style-type: none"> <li>• connection to existing CCHP/CHP distribution networks;</li> <li>• site-wide CCHP/CHP powered by renewable energy;</li> <li>• gas-fired CCHP/CHP or hydrogen fuel cells,</li> </ul>	<p>Support. Successful implementation of such policies at borough level requires additional skills and resources which may go beyond traditional planning skills. It also requires pulling together skills available elsewhere such as energy managers and building control officers working alongside planners to assess energy statements. A London-wide support network should be encouraged.</p> <p>Regarding monitoring of implementation, Mayor should identify measures to support borough planners to ensure that design features identified in sustainability statements are actually implemented during construction stage.</p>

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
	<p>both accompanied by renewables;</p> <ul style="list-style-type: none"> <li>• communal heating and cooling powered by renewable energy;</li> <li>• gas fired communal heating and cooling.</li> </ul>	
Paragraphs 4.23i and 4.23ii	<p>New paragraphs encouraging combined cooling, heat, and power (CCHP) and combined heat and power (CHP) systems. Where possible, the opportunity to link a new development to an existing CCHP/CHP system may be the most resource efficient option, allowing more effective use to be made of heat, power and cooling. If it is not possible to link to an existing system, the provision of CCHP/CHP needs to be considered on a site-wide basis that connects different uses and/or group of buildings. Electrical heating and cooling systems cause significant carbon emissions and the Mayor wishes to discourage these.</p>	<p>Support. Haringey's emerging masterplans for Tottenham Hale and Haringey Heartlands allow opportunities to be further explored.</p>
<p>Policy 4A.7 Renewable Energy</p> <p>Paragraph 4.21</p>	<p>Altered policy to require developments to achieve a reduction in carbon dioxide emissions of 20% from onsite renewable energy generation.</p> <p>Boroughs in their DPDs should identify broad areas where the development of specific renewable energy technologies are appropriate.</p> <p>Supplementary Planning Guidance on Renewable Energy will set out broad guidelines to define locations where stand-alone renewable energy schemes would be appropriate and set criteria both for the assessment of such schemes and for application to individual technologies.</p>	<p>The increase from 10 % to 20 % is supported but requires further clarification on how this target can be achieved. Haringey's UDP contains a policy requiring 10% on-site renewable energy target, where feasible. The Mayor is encouraged to provide design guidance on how the 20% on site renewable energy target is to be achieved.</p> <p>It is noted that the Mayor recognises the possible cost implications of new proposed targets.</p> <p>The Mayor is reminded of paragraph 8 (i) of PPS22 which requires that policies should ensure that requirement to generate on-site renewable energy</p>

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
		<p>is only applied to developments where the installation of renewable energy generation equipment is viable given the type of development proposed, its location, and design.</p> <p>It is noted that consideration is being given to addressing the requirement in PPS22 for the London Plan to include a target for renewable energy capacity for 2010 and 2020.</p> <p>The Mayor is urged to explore opportunities for stand-alone renewable energy schemes in Opportunity Areas.</p>
Paragraphs 4.18i, 4.18ii and 4.18iii	New reference to developments referred to the Mayor, The London Renewable Energy Toolkit and The London Energy Partnership who are developing currently a low carbon design toolkit.	Support good practice.
New Table 4A.1i Targets for installed Renewable Energy capacity (up to 2020)	The new table has targets for 2010 and 2020 for a number of renewable energy installations including wind turbines, CHP and solar PV.	It is noted that these are London-wide targets and borough level capacity may differ.
New Policy 4A.5ii Hydrogen Economy and 4.23iii	A new policy outlining how the Mayor will work with the London Hydrogen Partnership, the London Climate Change Agency, boroughs and others to support and encourage the more widespread use of hydrogen as an alternative to fossil fuels.	Support.
New Policy 4A.5iii Adaptation to Climate Change	<p>The Mayor will and other agencies should promote and support the most effective adaptation to climate change, including:</p> <ul style="list-style-type: none"> <li>• minimising overheating and contribution to heat island effects (policy 4A.5iv)</li> <li>• minimising solar gain in summer (policy 4A.5iv)</li> <li>• contributing to reducing flood risk including</li> </ul>	Support.

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
	applying principles of sustainable urban drainage (policy 4A.5vii)	
New Policy 4A.5iv Overheating, 4.30i and 4.30ii	The Mayor will, and boroughs should strongly encourage development that avoids internal overheating and excessive heat generation and contributes to the prevention of further overheating, especially where the urban heat island is most intense. Developers should demonstrate how development could be made heat resilient in design, construction and operation. The Mayor will work with partners to reduce the heat island effect through energy efficiency and appropriate design.	Support.
Flood defences and flood risk management 4.30iii and 4.30iv	New paragraphs about reducing flood risk and the requirement for flood risk assessments to be carried out for development in high flood risk areas. As London is prone to flooding, the management of flood risk is critical to London's future.	Support. Currently, the Environment Agency require flood risk assessments for development proposals in high flood risk area. It is noted that draft PPS 25 requires boroughs to produce strategic flood risk assessments.  Map 4A.2 on indicative flood risk areas does not appear to have been included in the further alterations.
Policy 4A.5vii Sustainable drainage  Paragraph 4.90	Addition to the existing policy to add a drainage hierarchy and the requirement that Developers should aim to achieve greenfield run off from their site through incorporating rainwater harvesting and sustainable drainage.  New sentence to state that boroughs should encourage the retention of soft landscaping in front gardens and other means of reducing or restraining the amount of hard standing associated with existing homes.	Support.

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
Policy 4A.11 Water supplies and resources  Paragraph 4.25ii	Additions to existing policy so that it relates to water resources as well as supplies. The Mayor will and boroughs should apply a maximum water use target of 40m <sup>3</sup> per bedspace per year for residential development.  This should be achievable through using water efficient fixtures and fittings.	Support. Regarding monitoring of implementation, the Mayor should identify measures to support borough planners to ensure that design features identified in sustainability statements are actually implemented during the construction stage.
Paragraph 4.22i	New paragraph to support implementation of the Water Action Framework and an integrated approach to the planning of water, which engages all stakeholders and includes water supply, sewerage and drainage and takes account of the inter-action between them.	Support. Although the Mayor will produce a draft Water Action Framework, the Examination in Public Panel report noted the need for further dialogue between the Mayor and Thames Water and the need for a strategic approach in Policy 4A.11. Further consideration given to addressing water leakage as part of the wider issue of managing water supply.
Paragraphs 4.25, 4.25i and 4.25ii	Amendments to the existing paragraph and two new paragraphs to the supporting text of policy 4A.11 relating to water leakage, the use of potable water and the need to increasingly make use of grey water. The imposition of a water use target for residential development is explained.	Support. However, the Mayor should identify measures to support borough planners to ensure that design features such as internal fittings and white goods are actually implemented during the construction stage.
Policy 4A.13 Water and sewerage infrastructure  Paragraphs 4.27 and 4.27i	Reference to the Thames Tideway Strategic Study and notes that the Mayor supports the option that provides a complete solution to this problem from Chiswick to Crossness. Thames Water will also be developing improvements at several of London's key waste water treatment works.	Noted.
Policy 4A.6 Improving air quality	The following addition to the list of bullet points: <ul style="list-style-type: none"> <li>• promoting sustainable construction to reduce emissions from the demolition and construction of buildings (policy 4A.2)</li> </ul>	Support.

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
Policy 4A.1 Waste strategic policy and targets	<p>The following added to the policy:</p> <ul style="list-style-type: none"> <li>• minimise the amount of energy used in the collection, transfer, movement and management of waste in line with the Mayor's target of reducing carbon emissions</li> <li>• promote generation of renewable energy and renewable hydrogen</li> <li>• minimise transport impacts from collection and transfer and movement of wastes to facilities within and outside London</li> <li>• achieve recycling or composting levels in commercial and industrial waste of 70% by 2020</li> <li>• achieve recycling and re-use levels in construction, excavation and demolition waste of 95 per cent by 2020</li> </ul> <p>Where waste cannot be recycled, the Mayor will encourage the production of energy from waste using new and emerging technologies, especially where it enables the generation of hydrogen.</p> <p>The Mayor will also consider, in preference to incineration, technologies that have the potential to produce renewable hydrogen from waste.</p>	Support. The North London Joint Waste DPD will consider options for managing all the types of waste that will be generated across the seven boroughs and will identify and safeguard sites for managing and recycling that waste using a mix of different technologies.
Policy 4A.2 Spatial policies for waste management	Deleted reference to proximity principle and added that communities should take more responsibility for their own waste and deal with it in one of the nearest appropriate installations.	Support.
Policy 4A.3 Criteria for the selection of sites for waste management and disposal	Addition to the environmental impact criteria to include impact on water resources.	Support.

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
<p>Policy 4A.21ii Additional land requirement for recycling and waste treatment facilities</p> <p>Table 4A.4 Waste to be managed in London apportioned by borough</p>	<p>Reference to the exercise being undertaken to apportion London's municipal and commercial and industrial waste at borough level. This will be included as a minor alteration as the work is still being undertaken.</p> <p>Table 4A.4 has been published as a minor alteration on 6 December 2006.</p>	<p>The final report detailing the waste apportionment methodology has yet to be made available. As such it is not possible to comment on the borough apportionment figures. One of the key inputs into the model is borough level assessments of employment land. There is a concern regarding the reliability of the desk-top assessments of employment land, particularly as the figures have been produced in advance of a review of Strategic Employment Locations.</p> <p>It has been recognised that there were inaccuracies in the original apportionment figures and that they have been republished. The Council assumes that the extended consultation period will not affect the overall timetable for the further alterations.</p> <p>Once the methodology has been published and been considered, the North London waste planning officers group will prepare a joint response on the apportionment figures.</p>
<p>Policy 4A.29i Land won aggregates</p> <p>Paragraph 4.11b</p>	<p>Sentence added regarding Appropriate Assessment (AA).</p>	<p>Support.</p>
<p>Policy 4A.21iv Broad locations suitable for recycling and waste treatment facilities</p> <p>New Map 4A.1i and New Table 4A.6</p>	<p>Policy, map and table to identify the broad locations suitable for recycling and waste treatment facilities</p>	<p>Object. The North London Joint Waste Development Plan Document will consider options for managing waste that will be generated across the seven boroughs and will identify and safeguard sites for managing and recycling that waste using a mix of different technologies. In advance of this document, it is considered that the identification of Strategic Employment Locations and Local</p>

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
		<p>Employment Areas as broad locations for waste facilities is not appropriate.</p> <p>The Examination in Public Panel on the early alterations recommended (W25) that the Map (4A.1i) and Table (4A.6) be deleted.</p>
<b>CHAPTER 4B DESIGNS ON LONDON</b>		
Paragraph 4.35	New sentence to note that sustainable design, construction and demolition practices can also make an important contribution to adaptation and mitigation of further climate change.	Support
<p>Policy 4B.1 Design principles for a compact city</p> <p>Policy 4B.2 Promoting world-class architecture and design</p>	<p>Policies 4B.1 and 2 have been altered to reflect aspects of design including enhancing green networks and the Blue Ribbon Network.</p> <p>The Mayor will promote community involvement and, through the involvement of Design for London and other partners, will promote competitive selection of designers and design-led change in key locations.</p>	<p>Support. Altered Policies 4B.1 and 4B.2 do recognise the importance of impact of design on waterways and altered Policy 4C.28 seeks to maximise the use of canals for the transport of construction materials. However, there is a need for review of the Blue Ribbon Network given as the Water Framework Directive (WFD) 2000/60/EC seeks to integrate the management of water with land use planning, biodiversity, flooding, tourism, leisure, recreation, health and agriculture through River Basin Management Plans (RBMPs) (as referred to in paragraph 4.84i). The Environment Agency has identified London to be a single RBMP area. Reference to such plans in relation to Opportunity Areas and Areas of Intensification which include or adjoin parts of the Blue Ribbon Network.</p>
Paragraph 4.37i	The design of developments should contribute to the adaptation to and mitigation of climate change.	Support
Paragraph 4.49	Special attention should be given to the needs of children and young people. There should also be	Support

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
	an appropriate balance between the needs of pedestrians and road users.	
New policy 4.B.4i London's Buildings: Retrofitting	The Mayor will and boroughs should support measures to produce a lower environmental impact from the existing stock of buildings by supporting policies and programmes for refurbishment of buildings which will reduce carbon emissions, increase thermal efficiency, reduce waste and noise impacts, conserve water materials and other resources (see Chapter 4A).	Support
Paragraph 4.49ii	Many of the policies in the London Plan are designed to guide new construction however the retrofitting of the existing building stock could make a significant contribution to achieving the sustainability aims of this plan.	Support
Policy 4B.5 Creating an inclusive environment	The principles of inclusive design should be used in assessing planning applications and in drawing up masterplans and area planning frameworks and design and access statements should be submitted with planning applications.	Support
New Policy 4B.5i Safety, security and fire prevention and protection	The Mayor will and boroughs should seek to create safe, secure and appropriate accessible environments.	Support
Paragraph 4.40i	Developers and boroughs should follow urban design principles that "design out crime" so far as possible in all types of developments.	Support
Paragraph 4.40ii	New development should be compatible with fire safety solutions and for major developments	Support
New Policy 4B.5.ii London's resilience and emergency planning	The Mayor will and boroughs should be aware of the spatial aspect of London's emergency plans.	Support
Paragraph 4.40iii	The Mayor will continue to provide support to coordinate pan-London local authority	Support

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
	arrangements for responding to catastrophic incidents	
<b>CHAPTER 4C THE BLUE RIBBON NETWORK</b>		
Paragraph 4.84i	The Water Framework Directive requires all inland and coastal water bodies to reach "good" status by the end of 2015. This is likely to present some major challenges given the state of some of London's rivers.	Support.
Paragraph 4.103	Major new development projects close to navigable waterways should seek to maximise water transport for bulk materials.	Support.
Paragraph 4.131	Appraisals will be used to inform DPDs, AAPs and development control decisions. They also include specific implementation projects for local authorities, the UDC, other public agencies or other organisations in a position to implement river related projects. The strategies should be kept under regular review.	Support
Policy 4C.28 Development adjacent to canals	Altered policy to require all new developments adjacent to canals to, wherever possible, maximise the use of water for the transport of construction materials and for the removal of waste from site. Opportunities should be taken to improve the biodiversity of canals.	Support.
<b>CHAPTER 5 THE SUB-REGIONS, CENTRAL ACTIVITIES ZONE AND GOVERNMENT GROWTH AREAS</b>		
Section 5A, Policy 2A.1ii and Map 5A.1	New Policy 2A.1ii sets out a new sub-regional structure outlined in Map 5A.1 as the basis for sub regional planning and policy delivery. Particularly attention will be given to realizing the opportunities in the South East and North East sub regions. Revised Sub Regional Development Frameworks	The options for a new sub regional structure were considered in a Review of Sub-Regional Boundaries by Addison and Associates for the Greater London Authority in June 2006. The report considers five options.

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
	<p>will be produced.</p> <p>Paragraph 5.3 states that as with any boundaries, some issues and institutions do not fit exactly within them and the boundaries should be regarded as permeable.</p>	<p>The Addison and Associates report notes that altering the sub regional structure would involve considerable upheaval, change of practice and discontinuity of action, and that there needs to be a strong justification for making such changes.</p> <p>It is recognised that the other options have advantages and disadvantages. Option B would place Haringey in a North East sub region which would align with the Central Activities Zones, London-Stansted-Cambridge-Peterborough Growth Area, but would split rail corridors and some existing sub regional partnerships, such as the north London housing sub region and the North London Waste Authority.</p> <p>It appears that the main advantage of a radial structure (Options C, D and E) is that it links central boroughs, with limited development opportunities with greater opportunities in outer London, particularly in relation to housing and waste disposal. Option C, with a north London sub region, broadly aligns with the north London housing sub region and the North London Waste Authority, but splits the London-Stansted-Cambridge-Peterborough Growth Areas, the Central Activities Zone and main line rail corridors.</p> <p>Options D and E propose four radial sectors and raise similar issues to Option C. Option D includes Haringey within a North East sub region and aligns with the London-Stansted-Cambridge-Peterborough Growth Area and most main line rail</p>

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
		<p>corridors. However it does not align with existing sub regional partnerships. Option E is similar to Option C, the only difference being in North London where Waltham Forest is included at the expense of Hackney.</p> <p>The Council considers that the Mayor should provide further justification for the new sub regional structure, in particular ensuring that the boundaries offer a 'best fit' with the growth areas, the Central Activities Zone and existing partnerships, such as the waste authority areas and the housing sub-regions.</p> <p>It is important that a future North London Sub Regional Development Framework identifies the significant borough differences in population growth, employment growth and socio-economic factors.</p>
<p>Section 5B North London Policy 5B.1 The strategic priorities for North London</p> <p>Policy 5B.2 Opportunity Areas in North London</p> <p>Table 5B.1 Opportunity Areas and Areas for Intensification in North London</p> <p>Paragraph 5.53</p>	<p>Policy 5B.1 sets out the strategic priorities for the proposed North London sub region.</p> <p>Policies 5B.2 and 5B.3 and supporting text set the general policy directions for planning frameworks for Opportunity Areas and Areas for Intensification in North London</p> <p>Table 5B.1 sets out indicative employment and housing capacity from 2001 to 2026. Upper Lea Valley Opportunity Area (including Tottenham Hale) covers 3,133 ha and has capacity for 15,000 jobs and 7,000 homes. Haringey Heartlands/Wood Green Area for Intensification has capacity for</p>	<p>It is recognised that the new strategic priorities reflect the composition of the proposed larger North London sub region.</p> <p>Policies 5B.2 and 5B.3 and Table 5B.1 are supported.</p> <p>It is noted that a footnote to the Table 5B.1 indicates that in many areas the transport system would not currently support this level of development and contributions would be required from the development to support this level of growth. Tottenham Hale interchange and gyratory is identified in Table 3C.1 and funding from the</p>

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
	<p>1,500 jobs and 1,700 homes.</p> <p>Paragraph 5.53 describes the role of Town Centres in North London. The Town Centres should be considered as opportunities for more intensive development and boroughs should consider how their roles could be consolidated or enhanced to meet retail and other consumer needs and to increase capacity for mixed use development including housing. It is intended that Brent Cross regional shopping centre will evolve into an integrated town centre. Wood Green has the potential to provide sustainable access to higher quality goods and services.</p>	<p>Community Infrastructure Fund has been secured for a new access road for Haringey Heartlands.</p> <p>Paragraph 5.40 – a Tottenham Hale Urban Centre Masterplan has been adopted.</p>
Section 5H Growth areas	Recognition of the Growth Areas of national importance that include parts of London. Policy commits the Mayor to work with partners to develop the linkages and capacity of the Growth areas.	Support.
<b>CHAPTER 6 IMPLEMENTING THE LONDON PLAN</b>		
The Mayor's powers and resources Paragraph 6.9i	Reference to the proposed changes to the powers and responsibilities of the Mayor and Assembly.	The further alterations should refer to the publication of the Greater London Authority Bill.
Policy 6A.3 Promoting Development New bullet point	New bullet point inserted on how the Mayor will through the London Climate Change Agency and the London Energy Partnership, facilitate the development of energy services companies to design, build, finance and operate decentralised energy approaches.	Support.
Policy 6A.5 Planning Obligations Paragraph 6.23	New sentence inserted stating that at the Mayor's request TfL has signed a number of Section 106 agreements, which will provide significant transport improvements.	Support.

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
<p>Policy 6A.8 Phasing of Development and Transport Provision</p> <p>Paragraph 6.32</p>	<p>New sentence inserted regarding phasing and co-ordination of development. "The biggest demand will come from housing, waste facilities and schools. This will be offset by the controlled reduction in industrial land, higher intensity of development and the regular redevelopment that produces available development land".</p>	<p>The new London Plan does not fully address the impact of growth on social, transport and utility infrastructure and the relationship between the pace of development and infrastructure needs and capacity. It is essential that improvements to transport and social infrastructure meet the supply of new housing and job creation.</p> <p>Paragraph 6.32 states that, as a broad rule, there is sufficient land to accommodate projected growth. However, there is no analysis to support this assumption.</p>
<p>Table 6A.1</p>	<p>Table 6A.1 Indicative average annual phasing of growth in jobs and homes.</p>	<p>In its response to the early alterations on housing targets, the Council stated its support for the new borough housing target, which it considers is based on a realistic assessment of capacity. However, it acknowledged that an increase in new housing in adjoining boroughs will place additional pressure on education, health and transport services in Haringey.</p>
<p>Sub-Regional Strategies Paragraph 6.64</p>	<p>The LDA's Sub-regional Economic Development Implementation Plans (SREDIPs) provide a complementary vehicle. Both types of framework for the sub-regions will be revised to take account of the new sub-regional boundaries contained in this plan.</p>	<p>Support. See comments on proposed sub-regional structure.</p>
<p>Paragraph 6.68 Connecting London (bullet point 3)</p>	<p>TfL is producing a rail 2025 strategy and a Freight plan</p>	<p>Support.</p>
<p>Paragraph 6.68 Connecting London (bullet point 5)</p>	<p>TfL is producing guidance on Transport Assessments and travel plans, which contain advice on content, data analysis and examples of best practice.</p>	<p>Support.</p>

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
Table 6B.1	Table 6B.1 London Plan Performance Indicators includes new targets.	Support new targets although some of the information on the matters to be monitored may not be available.
<b>Annex 1 London's strategic town centre network</b>  <b>Annex 2 Strategic Industrial Locations</b>	Minor alterations.	The Mayor is encouraged to carry out comprehensive reviews of London's strategic town centre network and Strategic Industrial Locations.
<b>Annex 4 Parking Standards</b>	<p>Table A4.1 now sets maximum standards for B1 development. Standards for B2 and B8 employment uses should have regard to the B1 standards although a degree of flexibility may be required to reflect different trip generating characteristics.</p> <p>Table A4.2 – Maximum residential parking standards uses bedroom sizes instead of housing type</p> <p>In some PTAL 5/6 locations outside central London, car park-free developments may also be appropriate. In central town centre locations, no additional parking provision should be made for bars, cafes, restaurants</p> <p>It is expected that parking provision for mixed use developments will be significantly lower than national standards in PPG 13 to reflect the higher levels of public transport access within London. Paragraph 21 - The starting point for meeting parking demand for new retail development should be use of the existing public off-street parking</p>	Support. The Mayor is encouraged to provide guidance on mixed use development.

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
	<p>supply.</p> <p>Paragraph 35 - Boroughs should take into account local issues and estimates of local demand for parking for disabled people in setting appropriate standards and should develop a monitoring and enforcement strategy which includes actions that prevent the misuse of spaces.</p>	
<b>Annex 5 Implementation of the Blue Ribbon Network</b>	Annex updated strategic actions for implementing the Blue Ribbon Network.	Support. The Mayor is encouraged to undertake a review of the Blue Ribbon Network policies.
<b>Annex 6 List of current and proposed Supplementary Planning Guidance</b>		Noted.
<b>Annex 10 Housing Provision Statistics</b>	<p>Table A in new Annex 10 contains the disaggregated housing provision targets for 2007/08 to 2016/17 showing the components of supply, ie vacant dwellings.</p> <p>Table B in new Annex 10 identifies indicative capacity ranges for additional homes 2017/18 to 2026/27</p>	<p>Table A is welcomed in response to Examination in Public Panel's recommendation.</p> <p>Table 6A.1 provides indicative annual phasing of growth in homes up to 2026/27 by sub-region. The figures are derived from the 2004 London Housing Capacity Study. Borough figures are shown on the same basis in a new Annex 10. Housing growth for 2017-2026 for Haringey is estimated to be in a range of 630-890 additional homes per annum.</p> <p>The Panel rebuffed the call for radical increases in housing supply but view the targets as minimums for the boroughs to exceed.</p> <p>Although these figures do not constitute targets, they should not be contained with the London Plan as part of the development plan for Haringey in advance of a 2011 London Housing Capacity or any borough housing capacity assessment. Policy</p>

Reference (Policy / paragraph)	Summary of draft alteration	Council's response
		<p>3A.1 refers to housing targets up to 2016/17 which will be reviewed by 2011 and paragraph 3.10 notes that the more traditional sources of housing supply and drying up and new options will have to be explored. As such the borough figures for 2017/18 – 2026/27 are premature. Paragraph 3.14ii refers to a commitment to review targets on a five yearly basis. Such future housing capacity studies should address transport, social and utility infrastructure provision.</p> <p>The Panel Report into the Early Alterations recommended (Recommendation H17) that the further alterations should give clarity as to how the integration of housing target delivery with related infrastructure provision is to be achieved, including the role of Sub Regional Development Frameworks. The report recommended that the further alterations should include a proposal for monitoring target delivery against the provision of associated infrastructure. It does not appear that these recommendations have been included.</p>

**Executive Report****On 19th December 2006**

Report Title: North London Joint Waste Development Plan Document

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**

1.2 To seek Members approval to prepare a Joint Waste Development Plan Document with the other boroughs of the North London Waste Authority (Barnet, Camden, Enfield, Hackney, Islington and Waltham Forest).

**2. Introduction by Executive Member**

2.1 This report is brought to the Executive in order to seek Members' approval for the development of a joint Waste Development Plan with neighbouring boroughs.

**3. Recommendations**

3.1 That Members note the arrangements for the preparation of a Joint Waste Development Plan Document.

3.2 That Members recommend to the Full Council that the Joint Waste Development Plan Document is prepared.

**Report Authorised by:** Andrew Travers, Interim Director Environmental Services

**Contact Officer:** Angela Smith, Planning Policy Officer, 020 8489 5512

**4. Executive Summary**

4.1 The seven boroughs in the North London Waste Authority are proposing, as planning authorities, to draw up a Joint Waste Development Plan Document (JWDPD). The North London Joint Waste Development Plan Document will set out the amount of waste that will need to be managed in the seven boroughs up to 2020 and identify and safeguard sites that will be used to manage this waste using a mix of technologies.

- 4.2 A considerable amount of preparatory work has been undertaken. On 1 November 2005 the Council's Executive agreed in principle (TEX113) to produce the JWDPD. The Executive, also resolved that authority be delegated to the Director of Environmental Services, in consultation with the Executive Member Enterprise and Regeneration to approve a Memorandum of Understanding (MoU) in order to agree detailed arrangements for the production of the joint document. The MoU was approved under delegated authority on 7 July 2006.
- 4.3 Under the Local Authorities (Function and Responsibilities) (England) Regulations 2000 [as amended] the decision to take part in a Joint Development Plan Document with other authorities cannot be a function of the Executive and it therefore needs to be considered and determined by Full Council. Therefore, this report recommends to the Full Council that work on the JWDPD be formally started.

## **5. Director of Finance Comments**

- 5.1 It is estimated that the production of the Joint Waste Disposal Planning Document will cost approximately £111k per constituent Council phased over the period 2006/07 to 2008/09. It is uncertain at this stage how the cost will be profiled over this period but it is likely that significant costs will be incurred at the examination stage towards the end of process. These costs will include payments to the Inspector, a Barrister and a Programme Officer to organise the Inquiry. A bid for additional resources to meet the cost was unsuccessful as part of the 2006/07 to 2008/09 budget process. Therefore any appropriate costs in connection with the JWDPD will need to be managed within the approved cash limit for Planning Policy and Development for the relevant financial year.

## **6. Head of Legal Services Comments**

- 6.1 The Head of Legal Services has been consulted and only wishes to draw to members' attention that the Memorandum of Understanding proposed six "key decision points", and requires each Borough as a minimum to seek full Council approval at two stages only: the stage of Submission of the JWDPD (predicted timing July 2008) and adoption (predicted timing August 2009). Any future revocation will also need full Council approval. In the absence of matters of controversy arising the minimum reports to full Council are expected, with other matters being reported to the Executive or the Executive Member for Enterprise and Regeneration for information or decision as the case may be.

## **7. Local Government (Access to Information) Act 1985**

- 7.1 The following documents were used in the preparation of this report:-
- Land Use Consultants and SLR Consulting Ltd: Guidance for North London Boroughs and Draft specification for the development of a Joint Waste Development Plan Document
  - Memorandum of Understanding between the North London Boroughs

## 8. Background

- 8.1 The seven boroughs of the North London Waste Authority (NLWA), in their capacity as planning authorities, have decided to prepare a Joint Waste Development Plan Document (JWDPD). The seven boroughs are Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest. On 1 November 2005 the Council's Executive agreed in principle (TEX113) to produce the JWDPD. The Executive, also resolved that authority be delegated to the Director of Environmental Services, in consultation with the Executive Member Enterprise and Regeneration to approve a Memorandum of Understanding (MoU) in order to agree detailed arrangements for the production of the joint document. The MoU was approved under delegated authority on 7 July 2006. The North London JWDPD will consider the amount of waste that will need to be managed in the seven boroughs up to 2020. The JWDPD will consider options for managing all the types of waste that will be generated across the seven boroughs and will identify and safeguard sites for managing and recycling that waste using a mix of different technologies. The JWDPD will be drawn up under the planning regulations and will be subject to public consultation at each stage. The JWDPD needs to be ratified at each stage by each council and, when adopted, will form part of each borough's Local Development Framework.
- 8.2 Preparations are underway to let a contract for consultants to carry out much of the work. However it has become apparent that under the Local Authorities (Function and Responsibilities) (England) Regulations 2000 [as amended] the decision to take part in a joint development plan document with other planning authorities cannot be by a function of the Executive and therefore will need to be considered and determined by Full Council. The other six councils are also taking the matter to their respective Full Councils.

## 9. Description

- 9.1 There are two main reasons for carrying out the JWDPD. The first is the need to be in conformity with national planning guidance and with the London Plan. The second is the need to identify sites where recycling and waste management can take place in order to avoid fines under the EU Landfill Directive.
- 9.2 London boroughs as waste planning authorities need to prepare waste plans in order to be in conformity with national planning guidance and with the London Plan. Planning Policy Statement 10 states that planning authorities should provide a framework in which communities take more responsibility for their own waste, help drive waste management up the waste hierarchy, and help implement the national waste strategy, including obligations required under European legislation. The Mayor's requirements for planning authorities are becoming clearer following the publication of the Early Alterations to the London Plan, the report of the Panel of their Examination in Public and in the recent Further Alterations.
- 9.3 European and national policy aims that most waste is treated or disposed of within the region in which it is produced. The Landfill Directive sets targets to significantly reduce the amount of biodegradable municipal waste landfilled over the next 14 years. Where targets are breached waste disposal authorities will face fines of £150 per tonne of waste as well as a share of an EU fine of £0.5m per day. These fines

will be passed onto boroughs and could have significant implications for borough finances.

9.4 The seven boroughs in the North London Waste Authority (NLWA) have prepared a Joint Municipal Waste Strategy. Without a JWDPD, the future of the North London Waste Authority will be at risk because the JWDPD is the identified means for the NLWA to secure sufficient sites for its Joint Municipal Waste Strategy.

9.5 It is the considered view of all the boroughs that a joint DPD is the best way forward. This is in line with government guidance set out in Planning Policy Statement 10, it enables waste and recycling facilities to be shared across boroughs in a sub-region where the boroughs involved have a long history of collaboration over waste and it enables boroughs to share out the limited expertise available on waste planning. A joint DPD will also result in cost savings for individual boroughs.

#### **9.6 Memorandum of Understanding and other work to date**

9.7 There has been extensive work to date to prepare for the JWDPD. The Memorandum of Understanding (MoU), which has been agreed by all the boroughs, sets out a framework for decision making and project management for the North London JWDPD.

- A Programme Manager has been employed by Camden as lead authority. His role is to co-ordinate activity and act as the main point of contact for the plan. The Programme Manager will be responsible for ensuring that the timetable and budget is adhered to, for managing the performance of consultants and the consultation and communication activity
- The Planning Officers Group (POG) will meet approximately every six weeks to steer the work on the production of the JWDPD. Each borough will be represented and these officers will report back to their boroughs.
- The Planning Members Group (PMG) will review progress on the JWDPD, the issues arising and other matters referred to them by the POG. The PMG is intended to meet at the key statutory stages of the JWDPD. Each borough will be represented by the cabinet member with planning responsibility, or their nominee.

### **10. Consultation**

10.1A community consultation strategy for the JWDPD will be developed which will be consistent with the Council's draft Statement of Community Involvement. The Strategy will explain what consultation methods and initiatives will take place in addition to the statutory public consultation periods. Consultation has been ongoing between the seven boroughs and between planning and waste departments and with the North London Waste Authority.

### **11. Summary and Conclusion**

11.1 The seven boroughs in the North London Waste Authority are proposing, as planning authorities, to draw up a Joint Waste Development Plan Document (JWDPD).

11.2 On 1 November 2005 the Council's Executive agreed in principle (TEX113) to produce the JWDPD. However, under the Local Authorities (Function and Responsibilities) (England) Regulations 2000 [as amended] the decision to take part in a Joint Development Plan Document with other authorities cannot be a function of the Executive and therefore this decision needs to be determined by Full Council.

**12. Recommendation**

12.1 That Members note the arrangements for the preparation of a Joint Waste Development Plan Document.

12.2 That Members recommend to the Full Council that the Joint Waste Development Plan Document is prepared.

**13. Equalities Implications**

13.1 The JWDPD will address waste capacity and the siting of waste facilities across the whole of North London and the Borough for the benefit of the whole community. Care will be taken to ensure that consultation exercises reach all sections of the community and that national and the Council's equal opportunity policies are complied with.

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**Executive Report****On 19th December 2006**

Report Title: Central Leaside Area Action Plan

Forward Plan reference number (if applicable):

Report of: Andrew Travers, Interim Director of Environmental Services

Wards(s) affected: Northumberland Park,  
Tottenham Hale

Report for: Non-Key Decision

**1. Purpose**

1.1 To seek Members approval to prepare an Area Action Plan for Central Leaside jointly with London Borough of Enfield. The Area Action Plan will be drawn up under the planning regulations and will be subject to public consultation at each stage. The Plan needs to be ratified at each stage by each council and, when adopted, will form part of each borough's Development Plan Document portfolio. If Members approve the joint work, the Central Leaside Plan will be included in the Haringey's Local Development Scheme.

1.3 Under the Local Authorities (Function and Responsibilities) (England) Regulations 2000 [as amended] the decision to take part in a Joint Development Plan Document with other authorities cannot be a function of the Executive and it therefore needs to be considered and determined by Full Council.

**2. Introduction by Executive Member for Enterprise and Regeneration**

2.1 This report to brought to the Executive in order to seek approval for the preparation of a joint Area Action Plan for Central Leaside with the London Borough of Enfield, which will of course be subject to the necessary public consultation processes.

**3. Recommendations**

3.1 That Members note the arrangements for the preparation of a Central Leaside Area Action Plan jointly with London Borough of Enfield.

3.2 That Members recommend to the Full Council that the Central Leaside Joint Area Action Plan Document is prepared.

**Report Authorised by:** Andrew Travers, Interim Director Environmental Services**Contact Officer:** Sule Nisancioglu, Group Manager Planning and Transportation Policy

020 8489 5562

**4. Executive Summary**

- 4.1 Central Leaside is the collective name given to the strategic employment areas that lie on the border between the London Boroughs of Enfield and Haringey. Central Leaside is identified in the current London Plan and in the Haringey UDP as one of the key strategic employment sites. The area comprises a mixture of brownfield opportunity sites, older industrial estates which are being rejuvenated and new industrial accommodation.
- 4.2 The majority of the Central Leaside business area is contained within the London Borough of Enfield, hence Enfield is the lead authority and commissioning body for an area action plan jointly to be developed by Haringey and Enfield.
- 4.3 The primary challenge for the Central Leaside Area is to identify investment and improvements required to ensure the long-term viability of the area as an employment location. London Boroughs of Enfield and Haringey intend to work jointly will to produce an Area Action Plan in order to provide a planning framework for future development and investment. AAP is expected to be adopted by June 2008.
- 4.4 Under the Local Authorities (Function and Responsibilities) (England) Regulations 2000 [as amended] the decision to take part in a Joint Development Plan Document with other authorities cannot be a function of the Executive and it therefore needs to be considered and determined by Full Council.

**5. Director of Finance Comments**

- 5.1 The estimated cost of producing the joint plan is £150k in total phased over the period 2006/07 to 2007/08. The bulk of this cost will be incurred by Enfield and Haringey's share is estimated at about £10k. There will be further additional costs in 2007/08 for the Examination in Public process which will again be shared between the two Boroughs . The AAP is expected to be adopted by autumn 2008.
- 5.2 The Council's budget process for 2006/07 allocated additional resources of £75k in each of the 2 financial years 2006/07 and 2007/08 in respect of the UDP/LDF processes. The Council's share of the above costs will be mainly met from within these resources.

**6. Head of Legal Services Comments**

- 6.1 The Head of Legal Services comments that Regulations made under the Planning and Compulsory Purchase Act require documents relating to part of the local planning authority's area, which identify that area as an area of significant change and contains the authority's policies relevant to areas of significant change shall be referred to as an Area Action Plan. Government Guidance in Planning Policy Statement 12, paragraph 2.17, is that a key feature of Area Action Plans will be the focus on implementation. They should:

- i. deliver planned growth areas;
- ii. stimulate regeneration;
- iii. protect areas particularly sensitive to change;
- iv. resolve conflicting objectives in areas subject to development pressures;  
or
- v. focus the delivery of area based regeneration initiatives

## **7. Local Government (Access to Information) Act 1985**

7.1 The following documents were used in the preparation of this report:-

- London Plan
- Haringey UDP 2006
- Project Brief for Central Leaside Area Action Plan

## **8. Background**

8.1 Central Leaside comprises a mixture of brownfield opportunity sites, older industrial estates which are being rejuvenated and new industrial accommodation. The area straddles the A406 North Circular Road. Central Leaside is identified in the current London Plan and in the Haringey UDP as one of the key strategic employment sites.

8.2 The Area Action Plan will be drawn up under the planning regulations and will be subject to public consultation at each stage. The Plan needs to be ratified at each stage by each council and, when adopted, will form part of each borough's Development Plan Document portfolio.

8.3 Under the Local Authorities (Function and Responsibilities) (England) Regulations 2000 [as amended] the decision to take part in a joint development plan document with other planning authorities will need to be considered and determined by Full Council.

8.4 If Members approve the joint work, the Central Leaside Plan will be included in the Haringey's Local Development Scheme in the next update to Government Office for London.

## **9. Description**

9.1 Central Leaside sits within the Upper Lee Valley which contains one of the largest clusters of manufacturing and technology-led industrial estates in London. It has been identified in the London Plan as an Opportunity Area for development and by the LDA as one of nine priority areas for investment.

9.2 Central Leaside is the collective name given to the strategic employment areas

- that lie on the border between the London Boroughs of Enfield and Haringey. It comprises a mixture of brownfield opportunity sites, older industrial estates which are being rejuvenated and new industrial accommodation.
- 9.3 North Tottenham and Marsh Lane Industrial areas in Haringey are considered to be part of the Central Leaside Strategic Employment (industrial) location. The initial study will look at a wider area along the Upper Lea valley Corridor both in Enfield and Haringey in order to provide social, economic and environmental context. Following the initial assessment area boundary will be defined for the area action plan.
- 9.4 The Central Leaside business area itself is designated as a Strategic Employment Location in the London Plan (and more particularly as one of three Preferred Industrial Locations in Enfield). It is also identified as a Primary Industrial Area in the London Borough of Enfield's Adopted UDP 1994 and as a Strategic Employment Location (SEL) in Haringey's UDP (April 2006). The SEL designation is a framework intended to protect industrial land and reconcile the demand for, and supply of, productive industrial land in London. Taking account of the results of the recent Employment Study for Haringey, London Plan policies and local regeneration issues, Haringey's UDP offers strong protection to North Tottenham, Marsh Lane and Brantwood Industrial Estates.
- 9.5 The Central Leaside business area suffers from outdated industrial stock, poor public transport and utilities infrastructure, poor access and environmental quality. The retail park development has taken place incrementally in Enfield part of the Central Leaside including the new IKEA store and Tescos. There is a need to address current issues in relation to incremental growth as well as develop an integrated strategy to capitalise on future potential and avoid further incremental, uncoordinated development. The primary challenge for the Central Leaside Area Action Plan (CLAAP) will be to identify investment and improvements required to ensure the long-term viability of the area as an employment location. The AAP will provide a planning framework for future development and investment.
- 9.6 The AAP will need to reflect the statutory planning policy framework at national, regional and local level and take into account key strategies and evidence based studies. In particular, it will need to reflect its regional and sub-regional context as set out in the London Plan, the Mayor's Industrial Capacity SPG, the North London Strategic Alliance's Vision for North London, the draft North London Sub-Regional Development Framework, the Lee Valley Regional Park Plan and the emerging Upper Lee Valley Vision and Opportunity Area Planning Framework, the both Council's current and emerging Community Strategy.
- 9.7 The majority of the Central Leaside business area is contained within the London Borough of Enfield, hence Enfield is the lead authority and commissioning body for an area action plan jointly to be developed by Haringey and Enfield. A Memorandum of Understanding is currently being drafted between two authorities. A project manager has been employed by Enfield as lead authority. Her role is to co-ordinate activity and act as the main point of contact for the plan. The Project Manager will be responsible for ensuring that the timetable and budget is adhered to, for managing the performance of consultants and the consultation and

communication activity. Preparations are underway by Enfield to let a contract for consultants to carry out much of the work. A development Plan Document requires carrying out a sustainability appraisal, and a draft scoping report for the appraisal is currently in consultation with the statutory bodies. A steering group of officers from both boroughs is being set up. AAP is expected to be adopted by June 2008.

- 9.8 Area Action Plan development will be subject to consultation at various stages and each local authority will ensure that appropriate decision-making processes will be applied throughout the plan making process.

## **10. Consultation**

- 10.1 The preparation of AAP will need to use consultation processes that conform to both Council's existing and emerging Statement of Community Involvement (SCI). A six-week statutory consultation period will follow the production of the preferred options for the action plan. Following this period of statutory consultation, a consultation statement in accordance with Regulation 28:1d including a Statement of Compliance with the SCI will be prepared summarising the consultation process throughout the preparation of the AAP.

## **11. Summary and Conclusion**

- 11.1 Under the Local Authorities (Function and Responsibilities) (England) Regulations 2000 [as amended] the decision to take part in a Joint Development Plan Document with other authorities cannot be a function of the Executive and therefore this decision needs to be determined by Full Council.

## **12. Recommendation**

- 12.1 That Members note the arrangements for the preparation of a Central Leaside Area Action Plan jointly with London Borough of Enfield.
- 12.2 That Members recommend to the Full Council that the Central Leaside Joint Area Action Plan Document is prepared.

## **13. Equalities Implications**

- 13.1 During plan preparation, issues around equalities will be addressed. The Plan will be subject to sustainability appraisal which include consideration on economic, social and environmental factors. The Plan will also be subject to equalities impact assessment. Care will be taken to ensure that consultation exercises reach all sections of the community and that national and the Council's equal opportunity policies are complied with.

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**Executive Meeting****On 19 December 2006****Report Title:** Unitary Development Plan - Annual Monitoring Report**Forward Plan reference number:****Report of:** Andrew Travers, Interim Director of Environmental Services**Wards(s) affected:** All**Report for:** Key Decision**1. Purpose**

- 1.1 To seek Members approval for the Annual Monitoring Report for submission to the Government Office for London as required by the Planning and Compulsory Purchase Act 2004 and the Town and Country Planning (Local Development) (England) Regulations 2004.

**2. Introduction by Executive Member**

2.1

**3. Recommendation**

- 3.1 That Members approve the Annual Monitoring Report for submission to the Government Office for London.

**Report Authorised by:** Andrew Travers, Interim Director of Environmental Services**Contact Officer:** Malcolm Souch, Planning Policy Team Leader (extension 5590)**4. Executive Summary**

- 4.1 Local planning authorities are required to produce an Annual Monitoring Report under Section 35 of the Planning and Compulsory Purchase Act 2004 and Regulation 48 of Town and Country Planning (Local Development) (England) Regulations 2004. This Annual Monitoring Report covers the period April 2005 to March 2006 and must be submitted to the Secretary of State by 31 December 2006. The publication of the Annual Monitoring Report is also subject to a Best Value

Performance Indicator (BV 200c). The Government is also intending to allocate Planning Delivery Grant for 2007/08 to authorities that demonstrate performance in housing delivery, plan-making and sustainable development as identified by core indicators in the Annual Monitoring Report.

4.2 The Annual Monitoring Report is used for information purposes to assess the performance and effectiveness of planning policies. It presents available statistical data relating to the planning policies in Haringey's adopted Unitary Development Plan and emerging Local Development Framework. It contains a monitoring framework that identifies targets and indicators, which will be used to assess the performance and effectiveness of Unitary Development Plan objectives and key policies. The Report also identifies ongoing issues of data collection and analysis.

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

5.1 The production of an Annual Monitoring Reports is a new requirement for local planning authorities under the Planning and Compulsory Purchase Act 2004 and the Town and Country Planning (Local Development) (England) Regulations 2004. The first Annual Monitoring Report was submitted to the Government Office for London in December 2005.

5.2 The Annual Monitoring Report is used for information purposes to assess the performance and effectiveness of planning policies. The Report does not recommend any policy changes.

## **6. Local Government (Access to Information) Act 1985**

6.1 The following documents were used in the preparation of this report:-

- Haringey Unitary Development Plan, July 2006
- London Plan Annual Monitoring Report 2 (Mayor of London, February 2006)
- Local Development Framework Monitoring: A Good Practice Guide (ODPM March 2005)
- Local Development Framework Core Output Indicators Update 1/2005 (ODPM October 2005)
- Planning Delivery Grant 2007/08: Proposed Allocations Criteria Consultation Paper (DCLG July 2006)

## **7. Background**

7.1 The Haringey Unitary Development Plan (UDP) was adopted in July 2006. The UDP deals with development and use of land in Haringey, and contains information on the Council's policies and proposals. The UDP Review has been developed under the Town and Country Planning Act 1990 and the Town and Country Planning (Development Plan)(England) Regulations 1999. It was subject to three statutory public consultation stages and a public inquiry. The UDP inquiry ran from April to September 2005 and the Council received the Inspector's report in January 2006. In response to the Inspector's report, the Council's Executive approved modifications to the UDP on 21 March 2006.

- 7.2 On 30 March 2006, the Council submitted its revised Local Development Scheme (LDS) to the Government Office for London. The LDS is a three-year project plan, which sets out a programme for replacing the UDP policies with Local Development Documents. The AMR monitors progress on the LDS. For 2005/06, the key milestones were the commencement of the UDP inquiry and the modifications stage.
- 7.3 The first Annual Monitoring Report for 2004/05 was submitted to the Government Office for London on 15 December 2005. It presented available statistical data relating to Haringey's emerging UDP policies and information on the Council's development control performance. This Report takes forward many of the indicators used in the first report and addresses more core indicators as identified by the Government. It includes some significant effects indicators which assess the significant social, environmental and economic effects of policies. These indicators are linked to objectives for the sustainability appraisal of Local Development Documents. A full set of sustainability objectives and indicators will be developed for the Local Development Framework.

## **8. Description – Format of the Annual Monitoring Report**

- 8.1 The Annual Monitoring Report (AMR) presents available statistical data relating to planning policies in Haringey's adopted Unitary Development Plan. It also presents some contextual information on the Borough's population, health, housing and economy. It includes a monitoring schedule that identifies targets and indicators. This schedule will be used to assess the performance and effectiveness of Unitary Development Plan objectives and key policies. It will develop over time as monitoring systems become more sophisticated.
- 8.2 The AMR sets out information on the key planning policy issues in Haringey. These are grouped together under the following policy themes:-
- Housing
  - Employment and economic activity
  - Retail and Town Centres
  - Environment and Transport
  - Planning obligations
- An executive summary is provided on the key findings and is attached as Appendix 1 to this report. A copy of the full Annual Monitoring Report has been placed in the Members Room.
- 8.3 The AMR covers the monitoring period April 2005 – March 2006. Where possible, data is provided for the monitoring period, but in other cases the most recent data is provided.
- 8.4 The Government has published a good practice guide to Local Development Framework Monitoring. The Council has some discretion over the content of the AMR and the choice of targets and indicators. However, it must attempt to provide information on 23 core output indicators as defined by the Government.

- 8.5 Planning Policy Statement 12 requires local authorities to produce a housing trajectory as part of their AMR. A housing trajectory identifies housing performance in terms of net additional dwellings against a borough housing target. A housing trajectory has been included in the AMR to show past supply of housing and estimated progress towards the borough's housing target. The trajectory will be updated annually and will be used to influence the delivery of major sites, reflect site phasing requirements or check progress of windfall sites.
- 8.6 Government advice suggests that authorities should avoid developing large numbers of indicators, particularly during the initial stages of developing their monitoring frameworks. Initially, a small number of indicators have been selected which reflects the current availability of data. These indicators are consistent with national and regional planning policy objectives, the core output indicators and UDP policies and objectives.
- 8.7 Annual monitoring reports should include information on the significant sustainability effects of local development documents. The sustainability appraisal of local development documents can assist in formulating targets and indicators consistent with sustainable development objectives. Although the Council's UDP addressed sustainability issues, a formal sustainability appraisal of the plan was not required. Therefore, the Council will develop significant effects indicators for future AMRs linked to the sustainability appraisal objectives and indicators identified as part of the Council's Local Development Framework.
- 8.8 The AMR also reviews progress on the preparation of the Council's Local Development Framework as indicated in the timetable and milestones set out in the Local Development Scheme. The key milestones for 2005/06 were commencement of the UDP inquiry and the modifications stage. The AMR identifies that these milestones were met. The UDP process has highlighted the need for additional guidance on housing policies and the Council will prepare a Housing Supplementary Planning Document. This will review the housing policies in the light of monitoring information compiled for the AMR.
- 8.9 The Annual Monitoring Report identifies that the Council is performing well against Best Value performance indicators for planning and has met its 2005/06 targets for planning applications and appeals and for new homes on previously developed land. It also submitted its revised Local Development Scheme by the end of March 2006 and will meet the Best Value target for monitoring by submitting this AMR by 31 December 2006. From the information available, the AMR demonstrates that the UDP policies are effective and performance is improving, particularly with regard to housing. The AMR demonstrates that the Council has met its Best Value performance targets for planning and that the UDP policies are effective, with performance improving in housing provision. The Council is meeting its new housing target with all new homes built on previously developed land. It demonstrates that the policies for the borough's town centres and employment areas are effective.
- 8.10 The Government is proposing to introduce a standard planning application form (1 APP), which will provide authorities with a wider source of data on development

proposals. It intends to introduce the form across England by July 2007. This will be complemented by phase 2 of the PARSOL Land Use Monitoring Project which will develop a national scheme for the collection and transfer of planning monitoring data. From 2006/07, development monitoring procedures have been in place to capture more information from planning applications.

- 8.11 The Greater London Authority is currently working to implement the new London Development Database (LDD). The system is designed to record the progress of planning permissions in the Greater London area. In February 2006, the Mayor of London published the second London Plan Annual Monitoring Plan. The AMR has a number of information gaps, which in most cases are being addressed by the London Development Database.

## **9. Consultation**

- 9.1 There is no requirement to consult on the Annual Monitoring Report. For future AMRs, the Council will consult with other authorities and bodies to co-ordinate the capture and analysis of data. This is particularly relevant in relation to monitoring the Joint Waste Development Plan Document.
- 9.2 The Council is encouraged to bring any monitoring problems to the attention of the Government Office.

## **10. Summary and Conclusion**

- 10.1 The Annual Monitoring Report (AMR) presents available statistical data relating to planning policies in Haringey's adopted and emerging Unitary Development Plan. It is the first AMR and provides a monitoring framework to assess the performance and effectiveness of planning policies, which will develop over time as monitoring systems become more sophisticated.
- 10.2 The publication of the AMR is a statutory requirement under the Planning and Compulsory Purchase Act. It is subject to a Best Value Performance Indicator and the award of Planning Delivery Grant. The AMR demonstrates that the Council has met its Best Value performance targets for planning and that the UDP policies are effective, with performance improving in housing provision.

## **11. Recommendation**

- 11.1 To approve the Annual Monitoring Report for submission to the Government Office for London.

## **12. Comments of the Director of Finance**

- 12.1 The milestones and targets included in the Annual Monitoring Report were achieved within approved budgets for 2005/06.

## **13. Comments of the Head of Legal Services**

- 13.1 The Head of Legal Services has been consulted and wishes to draw Members attention to Regulation 48(8) which requires each planning authority as soon as reasonably practicable after an annual report is submitted to the Secretary of State

to publish the report on their website. This will enable public scrutiny, and comparison and analysis between all authorities, in addition to the National GLA and GoL monitoring arrangements.

**14. Equalities Implications**

14.1 The AMR provides an analysis of planning decisions. No specific issues relating to equalities were identified. In future the sustainability appraisal of local planning documents will include a Equality Impact Assessment.

**15. Use of Appendices**

15.1 Appendix 1: Executive Summary from the Annual Monitoring Report 2006

**Local Development Framework  
Annual Monitoring Report 2006****Executive Summary**

The Annual Monitoring Report (AMR) presents available statistical data relating to planning policies in the Haringey's adopted and emerging Unitary Development Plan. It also presents some background information on the Borough's population, housing and economy and information on the Council's development control performance as monitored by the Government's Best Value (BV) performance indicators.

The report covers the period 1 April 2005 - 31 March 2006.

The AMR reviews progress on the preparation of the Council's Local Development Framework as indicated in the timetable and milestones set out in the Local Development Scheme. The key milestones for 2005/06 were commencement of the UDP inquiry and the modifications stage. The AMR identifies that these milestones were met.

The AMR includes some significant effects indicators which assess the significant social, environmental and economic effects of policies, including the amount of development built on previously developed land, the level of affordable housing completions and the number of parks managed to Green Flag Award standard. These indicators are linked to objectives for the sustainability appraisal of Local Development Documents. A full set of sustainability objectives and indicators will be developed for the Local Development Framework.

For further information please contact:  
the Planning Policy Team: 020 8489 5269  
or email: [udp@haringey.gov.uk](mailto:udp@haringey.gov.uk)

**Population**

- Haringey has a population of 224,500 (mid 2005 estimate) living in an area of 30 square kilometres. Haringey accounts for 3% of the total London population.
- Haringey's population has grown by 8.4% since 1991 and is projected to grow by a further 21% by 2021
- 43% of the population are from black and minority ethnic groups, the 6th highest proportion in London, and almost half of all pupils in Haringey schools speak English as an additional language
- Haringey's population is relatively young in comparison to London's and the national population – there are relatively more people aged between 20 to 44
- Haringey has a relatively transient population. At the time of the 2001 Census, there were 36,000 migrants in the borough, the 9th highest proportion in London.

### Development Control

- In 2005/06, a total of 1,930 planning applications were determined by the Council. Of these:-
  - 86% of major applications were determined within 13 weeks compared to a Government target of 60% (BV 109a) and business plan target of 77%
  - 82% of minor applications were determined within 8 weeks compared to a Government target of 65% (BV 109b) and business plan target of 78%
  - 92% of other applications were determined within 8 weeks compared to a Government target of 80% (BV 109c) and business plan target of 86%
- There were 109 appeals against the Council's decision to refuse planning applications, of which 32% were allowed, compared to a Council target of 35% (BV 204). However, performance over the last three quarters stood at 38%.
- The following types of application were determined in 2005/06:
  - 32% were major and minor applications (622 applications) of which 51% were for housing development (319 applications) and 20% were for retail and distribution (125 applications)
  - 68% were other applications (1,308 applications) of which 53% were householder applications (692 applications), 9% were for change of use (119 applications) and 6% were for Conservation Area or Listed Building Consent (72 applications)
- In 2005/06, the Council issued 98 enforcement notices against breaches of planning control, the fifth highest number amongst London Boroughs.
- There were no planning applications relating to minerals and waste management.

### Housing

- In 2005, 100% of completions took place on previously developed land, which exceeded the Council target of 95% and the Government target of 60%. (BV 106)
- In 2005/06, 624 dwellings were completed in the Borough, comprising:
  - 46% new build (286 dwellings)
  - 54% conversions and changes of use (338 dwellings)

The number of new dwellings exceeds the completions component of the new housing target for Haringey.
- At March 2006, Haringey had an estimated 2,765 empty private sector properties, which was the 13 highest proportion in London. Of this, 1,275 were vacant for longer than six months.
- In 2005/06, 414 empty private sector properties were brought back into use. Of these 272 were brought back into use through private sector lease schemes, 64 through Housing Association lease schemes and 78 through the Council's private lease schemes and through officer's advice.

- The Annual Monitoring Report includes a housing trajectory. It identifies that between 2005/06 and 2015/16 there is potential for 9,326 additional dwellings in the borough from all sources of supply.
- In 2004-05, residential developments were completed at an average density of 139 dwellings per hectare, above the average for outer London and in accordance with PPG3. This compares to an average density of 84 dwellings per hectare for 2001-2004.
- In 2005/06, 201 affordable housing units were completed, which represents 32% of all housing completions.
- Of these completions, 36% were social rented units and 64% were intermediate units.
- Of the affordable housing completed in 2004-2006 only 2.6% were three or four bedrooms. Nearly three-quarters (74.1%) were two bedroom units and 23.3% were one bedroom units.
- In January 2006, a Gypsy Caravan Count identified two gypsy and traveller sites in the borough, both of which were authorised Council sites. The count identified 10 caravans on these sites. The sites have a total caravan capacity of 20 pitches. No unauthorised encampments were identified, compared to 10 unauthorised caravans in January 2003.

#### Employment and economic activity

- In March 2006, 7.7% of Haringey's residents were unemployed, which was higher than the London rate (4.6%) and more double the national unemployment rate.
- In 2005/06, 12 major applications for non-residential use were granted, comprising 14,570 sq.m of floorspace. 3 major applications for mixed-use development were granted. 40% of the non-residential floorspace was located in Defined Employment Areas or regeneration areas and all floorspace granted was on previously developed land.
- Haringey contains 21 Defined Employment Areas (DEAs). Collectively the DEAs provide 138 hectares of employment land, over 1,000 buildings, 722 business establishments and nearly 800,000 sq.m of employment floorspace. The borough also contains other smaller employment locations which total a further 17 hectares of employment land.
- During 2005/06, 9 hectares of land were granted permission for non-residential development and 0.66 hectares of land were granted for mixed-use development
- Haringey is home to approximately 8,200 businesses, together employing some 64,700 people. 94% of the businesses are small, employing fewer than 24 people. The major sectors of employment in Haringey are retail and wholesale distribution (19.9%) and health and social work (19.0%). Manufacturing and construction account for 11.8% of all employment.

- In 2004, 14.0% of VAT registered businesses were newly registered in Haringey compared with 12.4% in London. However, Haringey experienced a slightly higher turnover of businesses with a net loss of 0.9% compared to 0.2% in London as a whole.

#### Retail and Local Services

- In 2003, the Borough 'lost' a significant amount of retail expenditure to centres outside of the borough, as the borough had an overall 38% market share for convenience (food) shopping and an overall 27% market share for comparison (non food) shopping
- In 2005/06, one major application for retail development was granted comprising 2,499sq.m. of additional retail floorspace.
- It is predicted that the borough will require an additional 40,430 sq.m. of comparison goods floorspace and an additional 5,250 sq.m. of convenience goods floorspace by 2016.
- In 2005/2006, vacancy rates in Haringey's six main town centres varied from 2% to 10%, compared to a national vacancy rate of 11%. Vacancy rates have risen since 2002/03.

#### Environment and Transport

- 27% of the land area of Haringey is green spaces and areas of water.
- Haringey has 1.7 hectares of open space per 1,000 of the population. In 2005/2006 there was no net loss of designated open space.
- Four parks were managed to Green Flag Award standard in 2005/06. This amounted to 17 hectares and represented 76% of total designated open space in the borough.
- There was no land set aside for mineral extraction or production of secondary / recycled aggregates in Haringey during 2005/06.
- 95% of Haringey residents have access to recycling services. In 2005/06 Haringey achieved a recycling rate of 19.2% of all waste, significantly higher than its 18% target. Recycling rates have increased from 4% in 2003.
- Of the total amount of municipal waste produced in the North London Waste Authority area, which includes Haringey, in 2005/06, 45% was sent to landfill, 16% was recycled, 5% was composted and 34% was incinerated for energy recovery.
- In 2005/06, three renewable energy facilities were installed in households in Haringey; one ground source heat pump, one photovoltaic system and one solar thermal and wind combination system. In 2005/06 the Council received one planning application for a renewable energy system (photovoltaic panels). It received one energy statement with a major application.

- During 2005/06, no planning permissions were granted contrary to advice of the Environment Agency on either flood defence grounds or water quality.
- Haringey contains 1658 hectares of land designated as Ecologically Valuable Sites.
- In terms of ecology, Haringey contains 12 National Priority Species, six London Priority Species, 19 Haringey Priority Species, five London Flagship Species and 16 Haringey Flagship Species (a flagship species is one that is readily recognised and represents biodiversity to the wider public).
- In 2005/06, four planning applications were accompanied by a travel plan. Three quarters of this number are school travel plans. In addition, 19 approved planning applications have been dedicated as 'car free' developments.
- In 2005/06 the Council received two transport assessments with major applications.
- 100% of all completed non-residential development complies with car parking standards set out in the UDP. This represents 17,069 sq.m of completed non-residential development.

#### Planning Obligations

- During 2005/06, the Council secured planning obligations and signed legal agreements on 44 planning permissions.
- During 2005 a total of £3,900,805.40 was received
- There were 25 instances where planning obligation monies was spent, totalling £769,955.05

The main report provides more information on different categories of contributions secured and spent by ward.

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**EXECUTIVE****19 December 2006**

Report Title: **Delivering Early Childhood Services in Haringey:  
Meeting the challenge of the Childcare Act 2006**

Forward Plan reference number (if applicable):

Report of: **Sharon Shoesmith – Director, The Children and Young People’s Service**

Wards(s) affected: **All**

Report for: **Key Decision**

### **1. Purpose**

1.1 The Childcare Act 2006 has introduced new statutory duties for the local authority. The emphasis is on effective early childhood services for all children under 5, in particular addressing the needs of the most vulnerable young children.

1.2 This paper addresses the challenge of developing a children’s centre service by increasing the number of children’s centres from 10 to 18 by March 2008. This will enable Haringey and its partners to deliver integrated early childhood services to at least 14,759 young children under 5.

### **2 Introduction by Executive Member**

2.1 The Childcare Act 2006 places a duty on local authorities to improve the outcomes of young children by providing better joined up and accessible early childhood services through children’s centres. The proposals in this paper for 8 Phase II children’s centres will contribute significantly to developing an integrated early childhood service in Haringey. It will extend the number of children’s centres from ten to eighteen by March 2008: 4 in the West Network; 5 in the North Network; and 9 in the South Network.

### **3 Recommendations**

3.1 That the Executive approve the identified 8 children’s centres for development in Phase II to meet a total of 18 centres in place for March 2008

Report Authorised by: **Sharon Shoesmith – Director  
The Children and Young People’s Service**

Contact Officer: **Dwynwen Stepien, Head of Children's Network (North)**

#### **4 Executive Summary**

**4.1** This report aims to support the development of a robust and sustainable early childhood service and identifies 8 potential Phase II children's centres in order to deliver integrated early childhood services to 14,759 children in Haringey by March 2008

#### **4.2 Phase II Children's Centres**

**4.21** From the initial expressions of interest (24) and early feasibility studies, 8 centres are recommended which will meet our overall target of 18 for March 2008. The proposal will bring the total number of centres to be in place by March 2008 to: 4 in the West Network; 5 in the North Network; 9 in the South Network. These centres will enable Haringey to reach the DfES target of 14,759 children (under 5) by 2008. Considerable consultation has taken place at a local level in all proposed areas with the engagement of governing bodies, parents and a wide range of stakeholders.

**4.22** Two further wards with levels disadvantage will need to be addressed between 2008-2010; Fortis Green and Crouch End. The Alexandra ward will also need addressing in order to reach all under 5's in Haringey. It is anticipated that there will be a Phase III development in order to move to universal provision and fulfil the Government's commitment to a children's centre in every community by 2010. However at this stage it is not clear what (if any) additional funding will be available.

**4.23** Having undertaken detailed capital feasibility studies, the proposed Centres for Phase II are:

**North Children's Network** – Bounds Green Children's Centre (based at Bounds Green Primary School)

**West Children's Network** – Campsbourne Children's Centre (based at Campsbourne Primary School), Highgate Children's Centre (based at Highgate Primary School) together with a main satellite at Rokesly Infants School

**South Children's Network** – Harringay Children's Centre (based at South Haringey Infant School); Downhills Children's Centre (based at local sure start programme base working in partnership with Downhills Primary School); Seven Sisters Children's Centre (based at Seven Sisters Primary School); Earlsmead Children's Centre (based at Earlsmead Primary School); Welbourne Children's Centre (based at Welbourne Primary School).

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

**5.1** When the first phase of capital funding for local Sure Start programmes and children's centres was introduced it was not clear that there would be future funding. The proposal for Phase II development is based on the existing pattern of Phase I centres

and will improve coverage of services for the vast majority of young children in Haringey, in particular the most vulnerable children.

## 6 Local Government (Access to Information) Act 1985

No implications

## 7 Background

7.11 The development of Haringey children's centres services for 2006 to 2008 is one of the key delivery mechanisms to achieve the outcomes set out in the Children Act 2006. Many of the key objectives within 'Changing Lives' (Children and Young People's Plan 2006-09) will be supported by an effective Early Childhood Service incorporating children's centre services. It will also be a mechanism for delivering the key components of the Children's National Service Framework, reducing health inequalities and ensuring that children have good physical and mental health as a necessary foundation for learning and development.

7.12 The Joint Area Review (JAR) commented on the effective services being delivered through children's centres and the potential impact on early and childcare provision to improve the life chances of young children. It is crucial that all services delivered are of the highest quality possible in order to achieve improved outcomes for children. Quality must be at the heart of all that children's centres deliver.

7.13 **Children's centre services** aim to provide a framework to reduce the gap in outcomes between the borough's most disadvantaged children and their peers, by building on the council's investment in high quality integrated childcare and education. Children's centres offer a range of integrated services, including care, education, health and family support. The aim is to give children the best start in life and to support parents to improve the quality of their parenting and opportunities for economic wellbeing for the whole family.

7.14 It is the Government's vision to create a children's centre within every community by 2010. There are two models for children's centres depending on levels of deprivation within communities. Children's centres in the 30% most deprived areas must include the following "core offer" of services:

- Early education integrated with day care – nursery provision 5 days a week, 48 weeks a year, 10 hours a day, plus links to local childminders for additional hours.
- Family support and parental outreach – including visits to all children in the area within 2 months of birth, work on parenting skills, outreach to hard-to-reach groups, and links to more specialist services.
- Child and family health services – including antenatal support, support for breast-feeding and post-natal depression, speech and language therapy and smoking cessation.
- Links with Jobcentre Plus to help parents and carers access training and employment.

7.15 In July 2005, the Executive agreed to integrate the 6 local Sure Start programmes with children's centres. The Children and Young People's Service is on track for delivering this plan by March 2007. The Phase 1 childcare target of 505 has been exceeded and all ten centres were designated by March 2006, well ahead of many other authorities. However we have found that take up rates for older children (3+) has reduced with many parents accessing free full-time places in the maintained nursery classes. The demand is for childcare places for under 2s. This appears to be a common pattern across the authority, and the rest of London, and is being built into the new childcare business plans for 2007-08.

7.16 The Executive now needs to agree detailed priorities for Phase 2 Centres (2006 – 2008) to ensure both national and local needs are met. Haringey has been given an overall reach target of 14,759 children by 2008. Phase 2 does not set out new childcare place targets, as was the case for Phase 1. The latest Sure Start Children's Centre good practice guidance states that: "It is expected that each children's centre will serve about 800 children on average, subject to local circumstances". On this basis an initial target of 18 centres was set. However this target has now been reduced to 17 due to the investment in the Lubavitch Children's Centre in Hackney. Having been awarded funding for a further centre, Earlsmead Children's Centre, (which will not count towards the DfES target as it is a different funding stream) Haringey is in a strong position to provide a total of 18 centres.

## **7.2 Commissioning Children's Centre Services**

### **7.21 Commissioning Family Support, Outreach and Community Involvement -**

To improve the delivery of services to children and young people the Children and Young People's Service Haringey has developed three Children's Networks which will provide a locality approach to delivering children's centres. The Networks will plan the delivery of family support, information and advice, links with local childminders and links to employment and training opportunities. Family Support Teams are being established within each network which will offer family support services within children's centres and schools. Speech and language therapy services are planned by Network together with the majority of health services.

7.22 A comprehensive needs analysis has been undertaken. On-going detailed analysis is being undertaken as part of the development of the Networks which will enable further refinement of the resource model for Networks and children's centre services. In identifying the most effective location for children's centres consideration needs to be based on the numbers of children living within the 30% most disadvantaged areas, plus the suitability of accommodation, together with local community mapping of services involving parents and local stakeholders.

**7.23 Commissioning childcare** - Children's centres must ensure the availability of childcare for children from 8am – 6pm, 48 weeks per year. Each Centre will require its own childcare plan which must be based on local demand and the ability to deliver sustainable childcare. The provision may be achieved through one or a combination of the following models:

- the Centre (ie private or voluntary setting or Governing Body) having direct responsibility for delivering childcare for children under 3, plus extending hours of care for 3 and 4 years olds to ensure 8-6pm provision;

- the Centre working in partnership with a private or voluntary sector childcare provider (on or very close to centre) to deliver childcare for children under 3, plus extending hours of care for 3 and 4 years olds to ensure 8-6pm provision; or
- the Centre working in partnership with a childminding network to deliver childcare for under 3's and/or wrap around childcare for 3 and 4 year olds.

**7.24 Accountability and Performance Management** - The Childcare Act 2006 has set very clear expectations of the impact of Children's Centre services. It places a duty on local authorities to improve the outcomes of young children by providing better joined up and accessible early childhood services through children's centres. The Act places a duty to reduce inequalities between those at risk of the poorest outcomes and the rest. Targets are being set nationally for each local authority. The Early Years Foundation Stage Profile (assessment at the end of reception year – age 5/6) will be a key indicator along with evidence that the most vulnerable groups are reached and provided with appropriate support. Evidence that all children are reached within a local authority will be essential and this will be achieved through the close partnership work with Haringey Teaching and Primary Care Trust.

7.25 Centres will collaborate within their network to plan service delivery so that each centre contributes to the overall plan but also responds to its own local needs. Each Centre has a Local Planning Group and/or Parents' Forum involving parents and local stakeholders to ensure that services are best shaped to meet children's and families' needs and that they reach the most vulnerable families in their area.

7.26 A service level agreement (SLA) is being established between each Centre and the Children and Young People's Service which will measure outcomes in line with national and local key performance indicators. Each centre will have a defined reach for which they will be the 'Lead Centre' – they will be responsible for ensuring the families living within the geographic area can access appropriate services.

7.27 Where schools are delivering children's centres, governance models are being developed in conjunction with the Governor Support Service to ensure clear accountability. Performance will be monitored through the School's Self Evaluation Review process so there is a single conversation between the school and Children and Young People's Service.

7.28 At the end of Phase II it is likely that 5 of the 18 centres will be local authority run. In line with the increasingly strategic role of the local authority, it will be necessary to consider if the local authority is best placed to run its own children's centres or should become the commissioner of children's centre services. A review of the management of children's centres is planned in early 2007 to consider where the management and accountability for running children's centres is best placed in readiness for decisions by April 2008. Consideration will be given to whether schools and/or the voluntary sector may be better positioned to run children's centres with the local authority commissioning the services required to meet the target of the Childcare Act 2006. In particular it is important that the voluntary sector is fully engaged and plays a lead role on the delivery of early childhood services.

7.29 The Government's Comprehensive Spending Review 2007, will inform future levels of revenue funding for Phase I & II and any additional funding for Phase III –

both capital and revenue. It is not anticipated that there will be significant additional capital funding for Phase III as the reach of young children is already extensive.

### **7.3 Developing Phase II Proposals**

7.31 In identifying new Phase 2 Children's Centres in Haringey, it was crucial to involve all sectors, as well as schools, in the development and delivery of children centre services. An invitation to submit an expression of interest to work with the Council and other partners to deliver children's centres was extended to voluntary, private and school settings in the areas not already served by a Phase I Centre. Expressions of interest were received from 24 settings and initial visits were arranged to assess suitability and opportunities to develop as a Centre or as a satellite/extended school. A summary is shown in Table 1.

7.32 The local authority has secured £6.026 million ring fenced children's centre capital funding, along with £0.7million extended schools funding, including additional funding for Earlsmead Primary school. Where possible these funding streams will be linked in order to maximise the use of these to achieve Government targets.

7.33 Most opportunities for new build developments were exhausted in phase 1. Additionally there were other streams of funding including Sure Start local programme capital funding at that stage which supported meeting ambitious targets with a limited Children's Centre allocation. Therefore phase 2 becomes more challenging to deliver with new build but is feasible by carefully addressing surplus accommodation in schools, conversion of existing Sure Start programme bases together with a small number of system-build centres. Extensive work has also been undertaken to find voluntary sector partners.

7.34 All 24 expressions of interest were investigated and suitability assessments undertaken which assessed the opportunities for developing appropriate space, level of need of area and existing services. In the North there were a lower number of expressions of interest mainly due to the fact that there were very few schools with surplus accommodation. In the West response was limited due to the fact that many of the areas do not meet the disadvantage threshold which has to be prioritised in Phase II. Once initial assessments were made a number of settings were taken forward for costed feasibility studies. Property and Contracts appointed consultants and project managers to undertake these initial studies.

7.35 Extensive consultation with governing bodies and local stakeholders has taken place with each prospective centre. The Haringey Teaching and Primary Care Trust has been closely involved in the potential development of each centre.

7.36 It has been a difficult task to establish initial minimum and maximum capital funding levels for each centre and ensure that the overall brief can be met. The early funding identified for each centre, based on early preliminary visits, has limited the scope of each centre but minimised the financial risk. It is clear that the Phase II Centres will not be on the scale of the Phase 1 such as Broadwater Farm or Woodside, Triangle, for example.

7.37 Another option considered early on was the possibility of reducing in the number of centres and increasing the 'reach' (number of children reached) of each centre. However it was not clear that if we reduced our target centres whether we would be penalised and funding withdrawn. An alternative strategy was to identify centres were

the services were needed but where capital outlay was minimal. Two centres were identified which required less than £50k capital funding each. Thus it was possible to maintain the number of centres but with minimal capital outlay.

#### 7.4 Table 1: Summary of Options

7.41 All centres were considered in terms of the availability of space, the level of disadvantage and the potential costs. In addition to this consideration was given to the quality of the existing early years provision, ensuring that children's centres were building on high quality provision.

Network	Available space	Lowest Feasibility Study Costs	% of children living in area who are the most 30% disadvantaged	Recommend
<b>West Network</b>				
Rokesly Infant School	No surplus space - external space available	£750k	28%	Satellite only
Campsbourne Primary School	Surplus space available	£450k	84%	Children's Centre
Highgate Primary School	Yes – minimum work required	Not req'd	0%	Children's Centre *
<b>North Network</b>				
Nightingale Primary School	Very limited school space available	£350k	84%	Satellite
Bounds Green Primary School	School accom available	Not finalised	84%	Children's Centre
* reduced model as not in area of high disadvantage				
<b>South Network</b>				
Downhills Primary School	Sure Start building available	Not req'd	100%	Children's Centre
Seven Sisters Primary School	Surplus space available		100%	Children's Centre
Earlsmead Primary School	No surplus space - external space available		100%	Children's Centre
Wellbourne Primary School	No surplus space - external space available		100%	Children's Centre
Harringay Infant School	Surplus space available		100%	Children's Centre
Bruce Grove Primary School	No surplus space & No external space available		100%	Satellite
SEFKAT – voluntary Sector	Yes – no work required	Not req'd	100%	Withdrew application due to change in their priorities

7.42 An analysis of the data on the 30% most disadvantaged Super Output Areas (SOAs have a population of 1500) indicates the number of centres which could be provided in each Network in relation to disadvantage. Against this indicator is plotted the proposed number of centres for Phase II.

**Table 2: Projected number of centres based on level of disadvantage**

Children's Network	% of most disadvantaged population (30% SOA)	Potential no. centres based on % of most disadvantaged population	Proposed Centres following from feasibility studies
West Network	18%	3 centres	4 centres
North Network	33%	6 centres	5 centres
South Network	49%	9 centres	9 centres

Source: Office of the Deputy Prime Minister, Indices of Deprivation 2004

**7.5 West Network.** Three settings were identified as being suitable to develop children's centres: Campsbourne Primary School, Rokesly Infant School and Highgate Primary School.

7.51 From the initial feasibility studies, the option for Rokesly Infant School was very high at between £750k and £1m. The scheme involved an off-site system built provision and included re-provision of the existing nursery classes. Even reducing the scheme substantively to take out the re-provision of the nursery classes the projected costs were high and would be in the region of £650k. The other prospective centre in the close proximity is Campsbourne Primary School where there is surplus accommodation to be developed, it is in a disadvantaged area with a SOA of higher level of deprivation. The schools is already working closely with the Stonecroft Children's Centre and the development of services could be planned across the two areas. The cost of remodelling the accommodation is £450k.

7.52 Studies were undertaken in the Fortis Green ward to find a suitable centre. The timing of work at Coldfall Primary School did not make any additional space a feasible option. Discussions have taken place with the London Borough of Barnet to work with them to ensure services are delivered in the Fortis Green ward. A large centre is in development just over the boundary in Barnet and early involvement with this development will be crucial. This ward will be addressed as part of Phase III. Close links are being established with a large voluntary sector provider, North Bank Methodist Centre, which will enable further development of family support services in the area.

7.53 To the west of the area Highgate Primary School was assessed. It is proposed that Highgate Primary School becomes a 'reduced model' Children's Centre (i.e. in area of less than 30% disadvantage) in order to develop services more widely across the West of the borough. The capital costs are minimal at £25k. In addition to this the Teaching and Primary Care Trust are seeking space in the West of the authority to deliver community based services, Highgate is ideally placed.

7.54 A difficult decision is required in relation to developing centres in the West. Given the number of the most disadvantaged children living in the West there should only be 3 centres, however there is a large area to cover and to prepare for universal provision. Thus it is proposed a total of 4 are established with Highgate (at minimal capital outlay) providing a good opportunity to develop services across the West Network. The competing options of Rokesly and Campsbourne need to be considered in terms of costs and level of disadvantage. These considerations would put prioritise Campsbourne before Rokesly, however by developing Rokesly Infant School as a satellite, it would be well placed for the next phase of development.

**7.55 North Network.** There are fewer schools with suitable accommodation in the North Network, although a number of schools expressed an interest in becoming a satellite. The schools who are interested in becoming satellites will be developed through the Extended Schools initiative. By developing as extended schools they will play a major part in ensuring schools can extend services but also link in closely with their local Children's Centre.

7.56 It was not possible to identify the projected 6 centres in the North, however it does already contain three large centres and one large satellite. Thus the number of centres will not jeopardise the delivery of services across all 5 wards.

7.57 Consultation and feasibility studies are taking place with Bounds Green Primary School where there is surplus accommodation. The development is in its early stages as we await the arrival of the new Headteacher and Governing Body. However we are working with the existing Infant School Headteacher to develop a proposal. The scheme is not going to meet the Sure Start Unit timescale of final design in December. We have already had initial discussions with the appointed Sure Start Unit architects and will be meeting to agree amended milestones. It is proposed a budget of £350k is set aside for this redevelopment.

7.58 Feasibility studies were undertaken at Nightingale Primary School as a satellite. The early feasibility was high at £350k and would be unlikely to be meet value for money criteria, however it is proposed that enabling works are undertaken to provide a small satellite at a cost of £50k.

**7.6 South Network.** Feasibility studies were undertaken on 4 schools sites: Earlsmead (for which we have ring-fenced funding); Welbourne Primary School; Seven Sisters Primary School; South Haringay Infants School. In addition to these sites we already have an existing Sure Start Programme site (Downhills) which is suitable for conversion to a Children's Centre.

7.61 Considerable research went into the Bruce Grove ward to find suitable accommodation and a number of feasibility visits to the school were undertaken. It was not possible to identify a site in the area and there are no development opportunities within the school grounds. An allocation of £50k is proposed to enhance existing facilities linked to the nursery and special needs provision. A clear strategy is being developed by the Heads of Pembury and Broadwater Farm centres with the Head of Bruce Grove to ensure that there are children's centre services in place for all children and families in the ward. The Local Planning Groups will ensure the engagement of parents from Bruce Grove in the planning of services and we will be seeking to base some staff & services within the school. In addition to this there

will be close working with Bruce Grove Youth Centre which is located in Bruce Grove ward at the rear of the school and already provides multi-agency services.

7.62 The proposed development at Downhills is based on an existing Sure Start building and team. It is intended to work closely with the school to develop this centre, it will require very little capital, in region of £25-50k. The Centre will provide also extensive outreach to Bruce Grove ward.

7.63 Seven Sisters Primary School has considerable surplus accommodation and the feasibility study indicates a very good value site at £261k with extensive facilities which will refurbish good quality existing accommodation.

7.64 The potential development at Welbourne integrates the nursery provision, after school provision and family services which are already on site. The new Centre will provide more opportunities for children's centre services with multi-purpose and one-to-one rooms. The cost of this centre is £560k.

7.65 Earlsmead already has its ring fenced funding. Feasibility has come out just above the funding available as there are some additional costs to enable the linking of Centre with the nursery provision to enhance the take up of services. The projected costs are £822k (£22k above the budget of £844k as £44k was spent on earlier studies).

7.66 It is proposed in the South the schemes at Earlsmead, Welbourne, Seven Sisters, South Haringay (£551k) and Downhills are taken forward. It is disappointing not to have a children's Centre situated directly in Bruce Grove ward but by establishing 9 centres in the south network, we feel confident that families in this ward will be well provided for. All the centres are in fairly close proximity to each other and will work closely together to provide an extensive service to young children and their families. The proposed 'reach' of each centre varies according to the pattern of how families access services, the details of the outline 'reach' numbers are outlined in Table 6- Annexe One and outlined in the map in Annexe Six . However it is important to note that a wide range of services will be planned by network rather than outreach targets (e.g. family support, health services), reach numbers are merely an indication of the potential number of children and families that may be reached by any one centre.

## **7.7 Phase II Children's Centre Proposal Summary**

**7.71**The overall capital grant allocation for 2006-2008 is £6,026k which consists of the original funding agreement plus the additional funding gained for Earlsmead Primary School. We are working to ensure that we can meet the Sure Start Unit funding profile which is very tight and aims to ensure that local authorities maximise their spend in 2006-08.

<b>Table 3: Children's Centre Funding – Phase 2</b>			
	<b>2006-7 £000</b>	<b>2007-8 £000</b>	<b>Total £000</b>
<b>Target</b>			
Children's Centres	1,710	3,472	5,182
Earlsmead	844	0	844
<b>Total Target</b>	<b>2,554</b>	<b>3,472</b>	<b>6,026</b>
<b>Spend</b>			
Committed on phase 1 projects	801	0	801
Lubavitch	300	0	300
Earlsmead abortive fees	43	0	43
Earlsmead	327	496	822
Campsbourne	63	387	450
Bounds Green	50	300	350
Nightingale (satellite)		50	50
Seven Sisters	33	228	261
South Haringay	43	508	551
Welbourne	265	295	560
Downhills		50	50
Highgate		50	50
Rokesly (satellite)		50	50
Procurement	180	0	180
Additional Project Management Costs	120	0	120
Extended Schools / Satellites	329	369	698
North, South and West Satellites (non-schools)		116	116
Contingency		573	573
<b>Total Spend</b>	<b>2,554</b>	<b>3,472</b>	<b>6,026</b>

### 7.72 Revenue Funding

7.73 With regard to revenue funding there are concerns whether there will be sufficient revenue to ensure the sustainability of the centres. A number of strategies have been developed to ensure flexibility in the funding, in particular but having network based services. In line with the approach to integrating services, a number of children's centre services will be planned at network level but delivered through children's centres. The Head of Children's Network will take on the overall responsibility for the delivery of early childhood services and children's centres in their network area. We have recently established new staffing roles and have been able to stream line a number of functions and reduce administration/management costs. For the previous two years, up to £500k has been allocated through service level agreements to the voluntary sector. These grants have been decommissioned and a new commissioning process established to enable greater targeting of resources to meet the children's centre core offer. The budget has allowed for £250k for new agreements with the voluntary/community sector, although it is recognised that some

transition funding may be required where reduced funding jeopardises the future of the group as a whole (central grant has allowed up to £50k funding)

**Table 4: Roles and responsibilities at Children Network Level**

<b>Network Roles:</b>	<b>Responsibilities:</b>
Head of Children's Network	Ensures development of integrated services 0-19 and that the needs of the most vulnerable children are supported and needs met Overall line management of LA Centres
Children's Centre/Extended Schools Co-ordinator	Works to ensure that services delivered through children's centres meet the core offer and are closely aligned with the development of extended schools services to ensure an integrated service plan
Voluntary Sector & Community Groups	<ul style="list-style-type: none"> <li>○ £250k has been set aside for grants to voluntary/community sector to support core offer</li> <li>○ a commissioning process will provide opportunities for the voluntary sector to continue its contribution to supporting families</li> </ul>
Family Support Worker	<ul style="list-style-type: none"> <li>○ works as part of a Network Team of family support to ensure coverage of each network</li> <li>○ day to day within a designated centre(s)</li> <li>○ multi-agency integrated working with families – Team around the child, CAF</li> <li>○ support for individual families</li> <li>○ developing and supporting groups</li> </ul>
Community Development Co-ordinators	<ul style="list-style-type: none"> <li>○ Ensuring reach of most vulnerable families</li> <li>○ Development of parental involvement &amp; volunteering</li> <li>○ Adult training and employment opportunities</li> <li>○ Links with community groups</li> <li>○ Planning/overseeing groups/outreach</li> <li>○ Organise crèche facilities</li> <li>○ Programme evaluation</li> </ul>
Childminding Co-ordinators	<ul style="list-style-type: none"> <li>○ ensures the delivery of high quality childminding services in each network</li> </ul>
Information co-ordinators	<ul style="list-style-type: none"> <li>○ ensures high quality information available in each children's centre and network</li> <li>○ marketing of services – in particular childcare</li> </ul>
Finance and Administration Team (Central)	<ul style="list-style-type: none"> <li>○ manages and controls all early years revenue budgets including children's centres</li> <li>○ ensure nursery education funding is available to all parents of 3 &amp; 4 year olds</li> <li>○ support voluntary sector early years sector</li> <li>○ supports all centres with financial management, monitoring and business planning</li> <li>○ support of innovative projects such as NNI (neighbourhood nurseries), 2 year old pilot, flexible nursery education pilot etc</li> </ul>

7.74 Each network will plan work with the voluntary and community groups with particular regard to reaching the most vulnerable groups where there are barriers to families in accessing mainstream services e.g. language and cultural barriers, disability etc. Working with Commissioning Manager (title/team) services will be commissioned from the voluntary and community groups in order to support the children's centre core offer.

7.75 A funding profile has been developed to ensure that each centre has a minimum allocation of resources. Key roles are outlined below. The allocation for each centre

also relates to the 'reach' of the centre and level of disadvantage. Model budgets have been developed for all 18 centres and are outlined in Table 7 – Annexe Two. Funding allocated to each centre will be based on 'cash limits' therefore the liability to the authority is limited, it is for each centre to manage their budget appropriately.

**Table 5: Developing a funding model of individual children's centres**

<b>Children's Centre Roles:</b>	<b>Responsibilities:</b>
Head of Centre Up to £5k funding	<ul style="list-style-type: none"> <li>○ Additional input to support strategic management</li> </ul>
Qualified Teacher Input  Up to 1fte for non-school centres OR Release (up to £8k) to support outreach	<ul style="list-style-type: none"> <li>○ Ensure high quality integrated provision</li> <li>○ Ensure quality of linked early years settings, particularly voluntary sector</li> <li>○ Links with childminders and out of school settings</li> <li>○ Outreach and support for satellites</li> </ul>
Information Support  Up to £30k per centre to allow opening hours of 8-6pm 48 weeks a year and to provide information to parents/carers	<ul style="list-style-type: none"> <li>○ Front of house support</li> <li>○ Information and signposting for parents/carers</li> <li>○ Information packs and sources updated and available for all staff, satellites and community organisations</li> <li>○ Registration of families, data collation &amp; monitoring</li> </ul>
Parental Support including volunteers	<ul style="list-style-type: none"> <li>○ All centres to have input from parents – usually Parents Forum</li> <li>○ All centres to support volunteer input with clear strategy</li> </ul>
Group Work  £15k base funding	<ul style="list-style-type: none"> <li>○ Focussed drop-in groups</li> <li>○ Community groups – families who are not currently accessing services</li> <li>○ Targeted family support groups</li> </ul>
Creches  £12k base funding	<ul style="list-style-type: none"> <li>○ 8-10 hours crèches per week per centre</li> </ul>
Site Management/cleaning Dependent on site needs - Up to £10k	<ul style="list-style-type: none"> <li>○ Additional hours to support evening and weekend opening</li> <li>○ Additional cleaning due to extra space useage</li> </ul>
Maintenance & other costs On a costed basis – up to £5k	<ul style="list-style-type: none"> <li>○ Essential running cost</li> </ul>
Childcare Subsidy	<ul style="list-style-type: none"> <li>○ For new places with 3 year sustainable business plan</li> <li>○ £342 or £600 per place based on level of disadvantage of area over 3 years</li> </ul>

7.76 It is estimated that the minimum funding required to run a centre is £83,000 per annum, however there are a number of centres in Phase I where their running costs are substantively more due to historic factors e.g. number of buildings managed, size of existing building and service programme. Work has begun on developing a uniform funding strategy, it is planned to work towards a unit cost approach by 2010 when we will have universal provision of early childhood services and a Centre in each local community/ward in Haringey. However it should be noted that schools already receive considerable funding to support the delivery of extended services, both within the school budget but also through the Network Learning Communities. Schools should be encouraged to bring together both strands of funding in order to maximise the funding to support services to children and families.

7.77 Until the Comprehensive Spending Review, as with all local authorities, we will not know the revenue funding beyond April 08. We have budgeted as if we only have the current funding for all 18 centres and thus the budget is very limited for each centre but with more funding at network level. The underpinning strategy is that by keeping more funding at Network level we have greater flexibility and options regarding spend. The lack of knowledge of future funding is a risk which all local authorities are currently facing.

7.78 The full revenue budget for 2007-08 has been detailed in Table 8 (Annexe Three) with projections for the following years based on 3% inflation but with childcare place occupancy at 75%. A full allocation of funding has been made for Phase II centres however it is not anticipated that all centres will fully spend their outline allocation in 2007-08. Discussions will take place with each centre when agreement from the Executive and approval for the individual scheme is received. The budget is intended to show that all 18 centres can be maintained within the current funding envelope. Caution has led to us building a budget that can be sustained on current funding levels but allows flexibility should there be any reduction in funding. A central grant has been built into the budget to allow for the transition to the new service level agreements with the voluntary and community groups and, if the funding for 2008 onwards, redundancy payments should we need to reduce staffing levels.

## **8 Consultation**

8.1 Extensive consultation has taken place on all three proposals with parents, governors, school staff, members, voluntary sector, Haringey Teaching and Primary Trust and all partners through the Children's Centre Strategy Group and the Early Childhood Forum.

## **9 Summary and Conclusions**

9.1 The development of children's centres is underpinned by the Childcare Act 2006. A robust strategy has been developed to meet the targets up to March 2008 and we look forward to moving towards universal services for the whole authority. It remains of some concern that the revenue funding post March 2008 but strategies to minimise risk have been developed.

## **10 Recommendations**

### **10.1 Phase II Children's Centres**

10.1 From the initial expressions of interest (24) and early feasibility studies, 8 centres are recommended which will meet our overall target of 18 for March 2008. The proposal will bring the total number of centres to be in place by March 2008 to 4 in the West Network; 5 in the North Network; 9 in the South Network. These centres will enable Haringey to reach the DfES target of 14,759 children (under 5) by 2008. Considerable consultation has taken place at a local level in all proposed areas with the engagement of governing bodies, parents and a wide range of stakeholders.

10.2 Two further wards with higher levels disadvantage will need to be addressed between 2008-2010 - Fortis Green and Crouch End wards. The Alexandra ward will also need addressing in order to reach all under 5's in Haringey. It is anticipated that there will be a Phase III development in order to move to universal provision and fulfil the Government's commitment to a children's centre in every community. However at this stage it is not clear what (if any) additional funding will be available.

10.3 Having undertaken detailed capital feasibility studies, the proposed Centres for Phase II are:

**North Children's Network** – Bounds Green Children's Centre (based at Bounds Green Primary School)

**West Children's Network** – Campsbourne Children's Centre (based at Campsbourne Primary School), Highgate Children's Centre (based at Highgate Primary School) together with a main satellite at Rokesly Infants School

**South Children's Network** – Harringay Children's Centre (based at South Haringey Infant School); Downhills Children's Centre (based at local sure start programme base working in partnership with Downhills Primary School); Seven Sisters Children's Centre (based at Seven Sisters Primary School); Earlsmead Children's Centre (based at Earlsmead Primary School); Welbourne Children's Centre (based at Welbourne Primary School).

## **11 Comments of Director of Finance**

11.1 The Director of Finance has been consulted in the preparation of this report. The additional running costs of the 8 Children's Centres are fully funded from core funding, grant and fees in 2007/08. The majority of the costs are on-going and therefore, as there is uncertainty around the levels of grant from 2008/09, there is some risk in approving the recommendations in this report. However, there is flexibility in the cost projections allowing downsizing of the cost base to meet available funding levels in the future. Redundancy costs may be incurred if the reduction is not manageable and these would need to be met by the Children and Young People's Service in this eventuality.

## **12 Comments of Head of Legal Services**

12.1 The Head of Legal Services has been consulted on the content of this report. The Childcare Act 2006 introduces a raft of duties with which the Council must comply.

12.2 Those duties range from the general duty to promote the well being of young children to specific duties requiring authorities to secure that early childhood services are provided in an integrated manner calculated to facilitate access to those services and to maximise their benefits. Further, authorities are required to secure, so far as is reasonably practicable, sufficient childcare (including early years provision) for working parents in their area and parents making the transition to work.

12.3 The proposals set out in this report regarding the Phase 2 Children's Centres will assist the Council in complying with these duties. The Council is allowed to make a charge for early years provision provided that the charge is not made for prescribed provision within the meaning of Section 7 of the 2006 Act, which in general replicates the duty on an Authority to secure sufficient nursery education free of charge.

12.4 The body of the report sets out the areas of provision that come under the category of being free of charge. In coming to a decision regarding the level of fees to be charged for non-prescribed provision, Members should give careful consideration to the matters set out in the report detailing the basis for the recommendations.

### **13 Equality Implications**

- 13.1 Children's centre services are universal but with targeted services for children and families. All services are inclusive and aimed at serving the whole community.

## ANNEXE ONE

Table 6: Proposed Reach of Phase I and Proposed Phase II Centres

	Total no of <5's	% of SOAs in most 10% deprived
BOUNDS GREEN CC	858	28%
BROADWATER FARM CC	959	100%
CAMPSBOURNE CC	961	13%
DOWNHILLS CC	889	0%
EARLSMEAD CC	441	75%
HARRINGAY CC	1066	14%
HIGHGATE CC		0%
NOEL PARK CC	990	38%
PARK LANE CC	1345	71%
PEMBURY CC	1172	75%
ROWLAND HIL CC	1078	75%
SEVENSISTER CC	970	43%
STONECROFT CC	628	0%
STROUD GREEN CC	870	0%
TRIANGLE PLEVNA CC	1112	33%
WELBORNE CC	767	75%
WOODLANDS PARK CC	994	12%
WOODSIDE CC	1017	14%
Grand Total	16117*	

6 centres	< 899
9 centres	899-1100
3 centres	>1101

\* Highgate not included as it is not a 30% disadvantaged area

**Table 7: Children's Centre Budget Profile 07-08**

**ANNEXE TWO**

Children's Centre	school based centre	non-school centre	school based centre	non-school centre	school based centre	non-school centre
	CCSA <899*	CCSA<899	CCSA 900-1,100	CCSA 900-1,100	CCSA >1,100	CCSA >1,100
Strategic Management	5,000	5,000	6,000	6,000	6,000	6,000
Qualified Teacher input	8,000	45,000	8,000	45,000	8,000	45,000
Information & access 8-6pm 48 weeks pa	30,000	30,000	30,000	30,000	37,500	37,500
Parental Support including volunteers	5,000	5,000	6,250	6,250	6,250	6,250
Group work	15,000	15,000	18,750	18,750	22,500	22,500
Creches	12,000	12,000	15,000	15,000	18,000	18,000
Employment and Training	2,000	2,000	2,000	2,000	2,000	2,000
Site management and running costs	6,000	10,000	6,000	10,000	6,000	10,000
Maintenance/other costs e.g. lifts	5,000	5,000	5,000	5,000	5,000	5,000
Childcare subsidy	-		-		-	
<b>DESIGNATED CENTRE FUNDING</b>	<b>83,000</b>	<b>124,000</b>	<b>91,000</b>	<b>132,000</b>	<b>105,250</b>	<b>146,250</b>
Network resources designated to work within a centre(s) but funding held at Network level:						
Family Support Worker	35,000	35,000	35,000	35,000	35,000	35,000
Community Programme Co-ordination	20,000	20,000	20,000	20,000	30,000	30,000

\* CCSA: Children's Centre Service Area



Table 9: Information from other boroughs

**i) Planned fee ranges for the London Borough of Barnet Jan 2006**

Age Group	An Extended Week	
	Reduced Rate	Full Rate
Children aged under 2 years	£140.00	£202.00
Children aged 2 years	£135.00	£175.00
Children aged 3 - 5 years	£130.00 With govt grant	£154.00 after NEG deduction

Type of Place	(Hypothetical) Band 1	(Hypothetical) Band 2
	Gross annual income of up to £30,999/year (figures derived by Coda Consultants based on original 'Islington' Table)	Gross annual income of over £30,999/year (figures derived by Coda Consultants based on original 'Islington' Table)
Birth ⇔ Third birthday (0-3's)	£137.40	£177.33

**ii) Enfield & Waltham Forest**

Individual Phase I Children's Centres have set fees for daycare places in line with a level which the centres themselves believe will keep the provision sustainable for the period 2006-2011 (based on an occupancy rate of 60% in 2006-2007 and 80% thereafter).

Each centre is provided with (Children's Centre initiative) funding for daycare places by the local authority. The centres were directed by the local authority to submit a business plan which outlined a five-year cashflow projection and marketing strategy.

**iii) London Borough of Islington Children's Centre Fees Policy 2005 – 2006/April 2006**

Full-Time Marketed Places

<b>Islington Residents</b>			CC's 05/06 (£)	<b>Non-Islington Residents</b>			CC's 05/06 (£)
Under 2 year olds	All Year Round		203.50	Under 2 year olds	All Year Round		214.20
2 year olds	All Year Round		182.10	2 year olds	All Year Round		191.70

Community Places

<b>Family Income (Gross)</b>	<b>Up to £24,999</b>	<b>£25,000 - £27,999</b>	<b>£28,000 - £30,999</b>	<b>£31,000 - £34,999</b>	<b>£35,000 - £39,999</b>	<b>Over £40,000</b>
Band Numbers	<b>Band 1 - £</b>	<b>Band 2 - £</b>	<b>Band 3 - £</b>	<b>Band 4 - £</b>	<b>Band 5 - £</b>	<b>Band 6 - £</b>
	05/06	05/06	05/06	05/06	05/06	05/06
<b>Under Three Year Olds – All Year</b>						
Children's Centre 8.00am – 6.00pm	119.50	139.50	153.20	171.40	178.60	182.00

**Table 10: Feedback on Impact of Haringey Employees accessing Haringey Residents Childcare Fee Rate**

<b>Children's Centre</b>	<b>Approx no of LBH staff living outside Borough using childcare</b>	<b>Have they had feedback that there would be more if they paid the residents rate?</b>	<b>If so, approx how many more?</b>
Noel Park	2	Yes	
Park Lane	2	No	
Triangle	1	Yes	3
Woodside	0	No	
Broadwater Farm	0	No	
Woodlands Park	0	Yes	

**Executive****On 19 December 2006**Report Title: **Admissions to Schools – Approval to Consult**

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

Report of: **Director of the Children and Young People's Service**Wards(s) affected: **All**Report for: **Key Decision****1. Purpose**

- 1.1 To request the Executive's approval to consult on the arrangements for admission to community primary and secondary schools and to St Aidan's Voluntary Controlled School for the 2008/09 school year.
- 1.2 To request the Executive's approval to consult on the arrangements for admission to the new sixth form centre and school sixth forms, including the changes proposed by Fortismere Governors.

**2. Introduction by Executive Member**

- 2.1 This report concerns the admission arrangements to be published and implemented for the 2008/09 school year by the Council as the admission authority for community and voluntary controlled schools in Haringey. It includes admission arrangements to nursery classes in Haringey community primaries and St Aidan's Voluntary Controlled primary school, and admission arrangements to Sixth Forms in Haringey community secondary schools and the new Sixth Form Centre. (The sixth forms which have operated in Gladesmore, Woodside High and Park View Academy will close from September 2007 and their sixth form provision will be relocated to the new Sixth Form Centre).
- 2.2 Consultation on admission issues is an annual requirement for local authorities under Section 89 of the School Standards and Framework Act 1998 as amended by the Education and Inspections Act 2006.
- 2.3 The main areas are the qualifying schemes for the co-ordination of admission to reception classes and entry to Year 7 at secondary transfer, the results of the first year of eAdmissions and implementation of the Hard to Place Students' Protocol.
- 2.4 Executive is particularly asked to note the success of eAdmissions which has gone beyond the Government's target for the first year, and the pilot exercise seeking placements under the Hard to Place Students' Protocol pending full agreement from

all admission authorities in the area.

### 3. Recommendations

- 3.1 To approve the proposed admission arrangements for consultation for all community primary and secondary schools and St Aidan's Voluntary Controlled Primary School.
- 3.2 To approve the proposed admission arrangements for consultation for sixth form provision in Alexandra Park School, the Highgate/Hornsey Consortium and the new Sixth Form Centre.
- 3.3 To approve the proposed admission arrangements for consultation put forward by Fortismere School Governors that would change their entry arrangements to the Sixth Form from 5+ A\*-C to 5+ A\*-B grades.
- 3.4 To approve the proposed consultation for Qualifying Schemes for the co-ordination of arrangements for admission to reception classes in all maintained primary and secondary schools in Haringey. At secondary level, this entails the Council's continued participation in the Pan-London Scheme.

Report Authorised by:



**Sharon Shoesmith,  
Director  
Children and Young People's Service**

Contact Officer: **Ian Bailey, Deputy Director (020 8489 4601) and Sheila Locke, Head of Admissions (020 8489 8350)**

### 4. Executive Summary

- 4.1 This report seeks the Executive's approval to conduct the annual consultation on arrangements for admission to Haringey community primary and secondary schools as required under Section 89 of the School Standards and Framework Act 1998 as amended by the Education and Inspections Act 2006.
- 4.2 The Education Act 2002 required Local Authorities to introduce co-ordinated arrangements for admission to Year 7 for all maintained secondary schools in their area from September 2005. Haringey is part of the Pan-London System which was first introduced for the September 2005 intake and which had considerable success for secondary school admissions in the borough. The Pan-London System is now into its third successful year and it is recommended that this arrangements should continue for the 2008/09 school year.
- 4.3 This report includes proposed admission arrangements for admission to sixth forms in Haringey community schools and the Haringey Sixth Form Centre. The Executive is

asked to consider whether to approve the arrangements, and in particular to consider proposals from the Fortismere Governing Body for sixth form admission arrangements for the 2008/09 school year.

4.4 The first successful co-ordinated system of admission to reception classes was undertaken last year. It is recommended that similar arrangements are carried forward to the 2008/09 school year.

4.5 The Haringey Admissions Forum is due to meet on 25 January 2007 to consider these proposals.

4.6 The Executive is asked to note that the proposed arrangements take into consideration the requirements of the new DfES School Admissions Code currently under consultation.

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

5.1 It is not proposed to change the admissions policy for community and voluntary controlled schools in Haringey. However, the Executive is asked to note the addition of consultation regarding admission arrangements to sixth form provision and to nursery classes in Haringey community primary schools.

#### **6. Local Government (Access to Information) Act 1985**

- Section 89 of the Schools Standards and Framework Act 1998
- The Education Act 2002
- The Education and Inspections Act 2006
- The Education (Co-ordination of Admission Arrangements) (Secondary Schools) (England) Regulations 2007
- The School Admissions Code of Practice (DfES/0031/2003)
- Education (Co-ordination of Admission Arrangements) (Primary Schools) (England) Regulations 2007

#### **7. Background**

7.1 Section 89 of the School Standards and Framework Act 1998, as amended by the Education and Inspections Act 2006 and associated Regulations require admission authorities to consult annually on their admission arrangements for the following academic year. Haringey Education Services gives advice to governing bodies who are the admission authorities for other maintained primary and secondary schools in Haringey (i.e. voluntary aided schools and Greig City Academy). Consultation for all admission authorities must be completed by 1 March 2007, and determined by 15 April 2007. The new arrangements will then come into effect from the September 2008 intake.

#### **8. Description**

##### **Admission arrangements for the 2008/09 school year – secondary schools**

- 8.1 The current oversubscription criteria for admission to community secondary schools in Haringey are attached as Appendices 1 and 2, and are fully compliant with advice given in the current and proposed Codes of Practice. No changes are proposed for the September 2008 intake.

### Admission arrangements for the 2008/09 school year – primary schools

- 8.2 Appendix 3 shows the oversubscription criteria applied to nursery classes attached to primary schools. These arrangements are used where there are more applications than places for full time provision to ensure children most in need are targeted.
- 8.3 The current oversubscription criteria for admission to community primary schools in Haringey is attached as Appendix 4, and are fully compliant with the School Admissions Code of Practice. No changes are proposed for the September 2008 intake.

### 9. Casual Admissions

- 9.1 The current arrangements for 'casual' admissions (i.e. admission at stages other than at entry to reception classes or on transfer from primary to secondary school) will use the same oversubscription criteria described in appendices 1 and 2. (Hornsey School for Girls will follow the same oversubscription criteria as other Haringey community secondary schools). Priority for admission to secondary schools (not primary) is normally given to children without school places over those transferring from other schools. This policy is to ensure priority is given to the most vulnerable children. The Authority is not proposing to make any changes to this arrangement.
- 9.2 The results of the consultation exercise will be reported to the Executive at their meeting in March 2007. The report will be prepared very close to the dispatch deadline as consultation ends on 1 March 2007.

### 10. Co-ordinated Admissions – secondary schools

- 10.1 The Pan-London co-ordinated scheme for children transferring from primary to secondary school has now entered its third year. The preference success rate for Haringey residents in the last two years is shown below. Although there was a slight rise in the number of parents gaining their first preference, the percentage of applicants who did not gain a place at one of their preferred schools, refused a place at alternative schools with availability and who were therefore allocated places by the Authority (in accordance with statutory duties) also rose slightly.

% of all applicants	School Year	
	2005/06	2006/07
offered their first preference	69	70
offered one of their preferences	95	92
allocated a place at the nearest secondary school with places available	5	8

- 10.2 Under the Education and Inspections Act 2006, local authorities are required to establish Choice Advisers who are independent of admissions departments. They will be accredited officers and training and qualifications will be organised through DfES. In Haringey, work is underway to place this service within the

Parental Involvement part of the service. It is envisaged that translation and interpreting services will be expanded and strengthened, possibly sharing the cost and provision of services (but not personnel) with some of our bordering authorities. Initial interest has been expressed by Islington and Camden.

- 10.3 There was a significant fall in the number of appeals when co-ordination was introduced in 2005. Last year the number of appeals fell slightly, but the number upheld also rose. There is no discernable pattern in the reasons for parents' appeals. Some give no reason at all, other than it is their right to do so. The figures for secondary schools are as follows:

	School Year		
	2004/05	2005/06	2006/07
Number of appeals heard	168	125	123
Number of appeals upheld	11	8	10

- 10.4 However, the issue of meeting preferences remains a complex one. A significant number of parents in make unrealistic preferences despite the information and guidance widely available. It is anticipated that this is an area where Choice Advisers will have an impact.
- 10.5 The proposed scheme for the 2008/09 school year is attached as Appendix 5.

## 11. Co-ordinated admissions – primary schools

- 11.1 The co-ordination of admission to reception classes in Haringey is now in its second year. Last year, the scheme worked well for Haringey residents, with 83% of applicants securing places at their first preference school. In all, 97% of applicants achieved one of their preferences (up to four for each pupil) with 3% being allocated to the nearest available school because they did not achieve any of their preferences. This is either because their applications did not have sufficiently high priority under the published arrangements or the parents had made unrealistic preferences.

The proposed scheme for the 2008/09 school year is attached as Appendix 6.

- 11.2 Both schemes outlined above were discussed at the Forum's last meeting on 16 October 2006 where there were no objections brought forward in relation to either of the proposed schemes.
- 11.3 The number of appeals heard for the 2006 intake (following the introduction of co-ordination) fell. The number upheld also fell, but these figures probably reflect the impact of the legislation on infant class sizes more than any other factor. The figures for 2005 and 2006 are as follows:

	School Year	
	2005/06	2006/07
Number of appeals heard	55	39
Number of appeals upheld	6	1

- 11.4 The planned admission numbers for each community primary and secondary school and St Aidan's voluntary controlled school will be included in the consultation documents.

## **12. eAdmissions**

- 12.1 The government required that the facility for parents to apply for school places on line was put into place by September 2006 for the 2007 intake. It does not apply to all admissions, but for those children entering school in the 'normal admission round', that is applications for places in reception classes and transfer from primary to secondary schools. The eAdmissions system (a single system developed centrally across the entire Pan-London area) went live on 4 September 2006 and parents accessed the on-line applications through the Haringey website. The first year's target for on-line admissions was 5% and 10% in the second year. This equates to 265 and 530 applications respectively. At the closing date for all applications, the total number of on-line applications received was 567. This position has been achieved through very effective advertising across the borough.

## **13. The Hard to Place Students' Protocol.**

- 13.1 The Hard to Place Students' Protocol has been drafted and headteachers consulted. The latest version is shown as Appendix 7. Not all admission authorities have formally agreed, (at the time of writing, specifically The John Loughborough School, Greig City Academy and St Thomas More RC School) and work is progressing to achieve this. However, in the meantime two panels have met and schools have been asked to admit some Year 10 and 11 pupils.
- 13.2 The protocol is a particularly important mechanism for ensuring that pupils are admitted to schools where they would normally be refused because there were no available places. The protocol applies outside the normal admission arrangements, and enables schools to admit pupils above the published admission numbers.

## **14. Entry to Sixth Forms (Years 12 and 13).** (The sixth forms which have operated in Gladesmore, Woodside High and Park View Academy will close from September 2007 and their sixth form provision will be relocated to the new Sixth Form Centre).

- 14.1 Appendices 8, 9, 10 and 11 outline the proposed admission arrangements for sixth form provision in Haringey, namely Alexandra Park School, Fortismere School, the Highgate / Hornsey Consortium, and the new Haringey Sixth Form Centre. Proposals have been invited from individual schools because it is recognised in the current and draft Codes of Practice that elements of academic selection can be included in admission arrangements at this level. Haringey Council is the admission authority and therefore must approve the admission arrangements.

- 14.2 Applications from prospective students are made directly to each individual provider who will administer the agreed admission arrangements.
- 14.3 It is the Local Authority's objective to be as inclusive as possible and to meet the needs of all students including those with complex learning difficulties and disabilities. The sixth form provision offered across the Local Authority therefore includes a wide range of courses from 'A' Level to various types of vocational courses (entry to Level 3).
- 14.4 This wide-ranging provision is intended to increase the number of young people who study post 16. This should also enable schools to offer courses of study that meet the needs of the young people they serve and clear progression routes for 14-19 education. In particular, we want to support each school to prepare for the introduction of the Government's 14-19 reforms, especially the specialist diplomas that engage a wide range of learners thereby improving overall achievement. This is a direct link to the Local Authority's proposal for a stretch target as part of its Local Area Agreement to increase the percentage of 19 years olds achieving Level 2 and 3 qualifications that would improve their employability and ultimately reduce the high levels of worklessness in the borough.

## 15. **Summary and Conclusions**

- 15.1 The Education and Inspections Act 2006 and implementing Regulations require Local Education Authorities to consult on their admission arrangements annually.
- 15.1 The recommendations included in this report incorporate advice contained within the DfES School Admissions Code of Practice and draft Code of Practice which includes the duty for authorities to make appropriate preparation for the introduction of eAdmissions and to consult on and implement a Hard to Place Students' Protocol as per current advice from DfES.

## 16 **Recommendations**

- 16.1 To approve the proposed admission arrangements for consultation for all community primary and secondary schools and St Aidan's Voluntary Controlled Primary School.
- 16.2 To approve the proposed admission arrangements for consultation for sixth form provision in Alexandra Park School, the Highgate/Hornsey Consortium and the new Sixth Form Centre.
- 16.3 To approve the proposed admission arrangements for consultation put forward by Fortismere School Governors that would change their entry arrangements to the Sixth Form from 5+ A\*-C to 5+ A\*-B grades.
- 16.4 To approve the proposed consultation for Qualifying Schemes for the co-ordination of arrangements for admission to reception classes in all maintained primary and secondary schools in Haringey. At secondary level, this entails the Council's continued participation in the Pan-London Scheme.

## **17 Comments of the Director of Finance (excludes sixth form entry)**

- 17.1 The Director of Corporate Finance has been consulted in the preparation of this report and has no further comments to add.

## **18 Comments of the Head of Legal Services**

- 18.1 The Head of Legal Services has been consulted on the content of this report. The report sets out in detail the legal framework governing the preparation of and consultation on admission arrangements for the schools indicated. Since the admission arrangements take effect for the school year commencing September 2008, the report rightly draws attention to the requirements introduced by the new School Admissions Code, introduced by virtue of the amendment to Section 84 of the School Standards and Framework Act 1998 by the Education and Inspections Act 2006. This Code will have effect in that school year, although currently a draft of the document is the subject of consultation. The proposals set out in this report comply with the current statutory requirements of Section 89 of the School Standards and Framework Act 1998 and associated Regulations as well as the requirements of the new Code of Practice.

## **19 Equalities Implications**

- 19.1 The current oversubscription criteria for Haringey community schools and the advice given to governors of schools who are their own admission authority (Appendix 1) complies with the advice given in the DfES School Admissions Code of Practice. The Code has due regard to the provisions of the Sex Discrimination Act 1975, the Race Relations Act 1976 (as amended by the Race Relations (Amendment) Act 2000), and the Disability Discrimination Act 1995 (as amended by the Special Educational Needs and Disability Act 2001).
- 19.2 The admission arrangements for Hornsey School for Girls ensure that despite its popularity, the Council continues to provide equality of access to girls across Haringey and beyond which is important to sustain as the only maintained girls' school in Haringey.

## **Use of Appendices**

- Appendix 1      Oversubscription criteria for Haringey mixed community secondary schools for the 2008/09 school year (NOT Hornsey School for Girls)
- Appendix 2      Proposed admission arrangements for Hornsey School for Girls for the 2008/09 school year
- Appendix 3      Oversubscription criteria for nursery classes in Haringey community primary schools and St Aidan's Voluntary Controlled Primary School for the 2008/09 school year
- Appendix 4      Oversubscription criteria for Haringey community primary schools and St Aidan's Voluntary Controlled Primary School for the 2008/09 school year.
- Appendix 5      Qualifying Scheme for co-ordination of admission to Year 7 in Haringey maintained secondary schools for the 2008/09 school year.
- Appendix 6      Qualifying Scheme for co-ordination of admission to reception classes in Haringey maintained primary schools for the 2008/09 school year
- Appendix 7      Protocol for the admission of Hard to Place Students in Haringey secondary schools
- Appendix 8      Admission to the Sixth Form – Alexandra Park School
- Appendix 9      Admission to Hornsey/Highgate Wood Sixth Form Consortium
- Appendix 10     Admission to Fortismere Sixth Form
- Appendix 11     Admission to the Haringey Sixth Form Centre

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## Appendix 1

**Oversubscription criteria for Haringey mixed community secondary schools for the 2008/09 school year. (NOT Hornsey School for Girls)**

If the number of applicants is higher than the number of places available, the following criteria are applied, in the order set out below to decide who is offered a place:

- a) Children with Special Educational Needs identified through a statement issued under the Education Act 1996 which names the school, children looked after by the Local Authority, or children who are the subject of an Education Supervision Order under the Children Act 1989 which names the school.
- b) Children whom 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 sisters or stepbrothers and sisters. Parents should note that in all 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).

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## Appendix 2

### Proposed admission arrangements for Hornsey School for Girls for the 2008/09 school year.

Where there are more applications received than places available, places will be offered in the following order of priority:

- a) Girls with Special Educational Needs identified through a statement issued under the Education Act 1996 which names the school, girls looked after by the Local Authority, or girls who are the subject of an Education Supervision Order under the Children Act 1989 which names the school.
- b) Girls who the Director of the Children and Young People's Service accepts have an exceptional medical, social or educational need for a place. 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 Hornsey School for Girls must be demonstrated.
- c) Girls with a sister already attending the school, and who will still be attending on the date of admission. This category includes foster sisters, half sisters and stepsisters. Parents should note that in all of these cases, the sister must be living at the same address as the child for whom the application is being made.
- d) Girls allocated places in proportion to the applications received from each primary school. If there are more requests from girls attending a particular primary school than the proportionate allocation, places will be allocated to those girls living closest to Hornsey School for Girls (distance is measured in a straight line using a computerised mapping system). If a place becomes available but there are no remaining requests from that particular primary school, (school A), the place will be added to the proportion allocated to the primary school (school B) **which is the primary school with the highest unmet demand**. Girls who attend independent schools or who move into the area and who are

unplaced in a primary school will be assigned to their nearest community primary school.

The waiting list for Hornsey School for Girls will be held in this order until September 2008 when, after criteria a), b) and c), criterion d) will be replaced by criterion e) below:

Appendix 2 (cont)

- e) The remaining places will be allocated to those girls who live closest to Hornsey School for Girls. (Distance is measured in a straight line using a computerised mapping system).

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## Appendix 3

### **Oversubscription criteria for nursery classes in Haringey community primary schools and St Aidan's voluntary controlled primary school for the 2008/09 school year.**

If the number of applicants is higher than the number of full-time places available, the following criteria are applied:

- children with special educational needs
- children with a social or medical need, for example a child in the care of the local authority and children on the risk register
- children who are residents of Haringey and who:
  - are housed in temporary accommodation
  - are cared for by a lone parent
  - are refugees or asylum-seekers
  - are from a family receiving Income Support
  - have English as an additional language
  - are from a family with a number of pre-school-age children.

If a child has one or more of these needs, there is no guarantee of a full time place, however your child may be given a higher priority for a place. If you think your child has any of these needs, please contact your preferred school or centre to discuss this in detail.

**Parents/carers should note that admission to a nursery class in a school does not guarantee a place in the reception class at the same school, and separate application forms must be completed for the nursery and the reception class.**

#### **Early admission to nursery**

Some places may be available to children for one or two terms before the school year in which they have their fourth birthday. Priority for these places is given to children in greatest need. Please ask at your local school/centre for information in the first instance.

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## Appendix 4

**Oversubscription criteria for Haringey community primary schools and St Aidan's voluntary controlled primary school for the 2008/09 school year.**

If the number of applicants is higher than the number of places available, the following criteria are applied, in the order set out below to decide who is offered a place:

- 1) Children with Special Educational Needs identified through a statement issued under the Education Act 1996 which names the school, children looked after by the Local Authority, or children who are the subject of an Education Supervision Order under the Children Act 1989 which names the school.
- 2) Children whom 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.
- 3) Children who will have a brother or sister attending the school (or its associated Infant or Junior school) at the time of admission. This category includes foster brothers and sisters, half brothers and sisters or stepbrothers and sisters. Parents should note that in all these cases, the brother or sister must be living at the same address as the child for whom the application is being made. (However, this does not include younger siblings in the school's nursery class).
- 4) Children living closest to the preferred school. (Distance measured by straight line using a computerised mapping system).

The tie-breaker for all criteria is children living closest to the school (measured in a straight line using a computerised mapping system).

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## Appendix 5

### **Qualifying Scheme for co-ordination of admission to Year 7 in Haringey maintained secondary schools for the 2008/09 school year.**

The Haringey Children and Young People's Service proposes carrying forward the co-ordinated arrangements currently in place for admission to maintained secondary schools in September 2008. The Qualifying Scheme outlined below incorporates all admission authorities for maintained secondary schools in Haringey as required under current legislation. These are:

The Children and Young People's Service is the admission authority for the community secondary schools in Haringey, specifically :

- Alexandra Park School,
- Fortismere School,
- Gladesmore Community School,
- Highgate Wood School,
- Hornsey School for Girls,
- Northumberland Park Community School,
- Park View Academy
- Woodside High Lane School

The respective governing bodies are the admission authorities for the following schools:

- Greig City Academy
- St Thomas More RC School
- The John Loughborough School

### **Applications**

i) Parents applying for all maintained secondary schools in Haringey at the primary-secondary transfer stage will be required to complete the secondary transfer form for the area in which they live, regardless of the location of the secondary schools they are applying for.

ii) In accordance with paragraph 6.6 of the current School Admissions Code of Practice, (paragraph 1.28 of the draft School Admissions Code) other admission authorities within Haringey (i.e. Greig City Academy, St Thomas More RC School and The John Loughborough School) will **not** use supplementary forms except

iii) Applicants will be able to express up to six preferences on the Common Transfer form, and this will include all maintained secondary schools whether situated in Haringey or not, as well as Academies and any City Technology College that has agreed to participate in their Authority's scheme.

iv) In accordance with paragraph 6.7 of the Code of Practice, (paragraph 3.31 of the draft Code) the order of preference given by parents on the Common Application Form will not be revealed unless other admission authorities require this information in order to apply their oversubscription criteria. However, the preference information will be given to another authority where a parent has applied for a participating secondary school in that authority's area to enable that authority to run their co-ordination scheme.

### **Processing (Timetable)**

v) Applicants living in Haringey must return the completed Common Application Form **which will be available to be submitted on line to Haringey Admissions Service by 19 October 2007**. The October closing date is recommended by the Code of Practice in Annexes C1 and D1 – expressed as 24 October. In 2006, this date falls on a Tuesday. However, the Pan-London Executive Board recommend that the closing date should be Friday 19 October as stated above.

vi) Application data relating to applications to schools in other Participating Authorities will be up-loaded to the Pan-London Register by **12 November 2007**. In any year when this is not a working day, the deadline will be the next working day. The last date for uploading late applications that are accepted as 'on-time' to the PLR will be **14 December 2007**.

vii) The timetable for processing applications in accordance with oversubscription criteria for all admission authorities in Haringey (please see proposed oversubscription for Haringey community secondary schools under point 1 in the consultation document) will be as follows:

- ◆ **23 November 2007** – Deadline for Haringey Admissions Service to send details of applicants (without preference information to Greig City Academy, The John Loughborough School and St Thomas More RC School.

- ◆ **26 November 2007 to 11 January 2008**, admission authorities in Haringey consider applications using their respective published admission arrangements.

- ◆ **14 January 2008** – Deadline for Greig City Academy, The John Loughborough School and St Thomas More RC School to return lists of all applicants, in rank order, to the Haringey Children's Service.

The Executive Board strongly recommends the adoption of an equal preference system by each authority for the determination of a potential offer. Paragraph C.8 of the Code of Practice discusses the merits of a 'first preference first' system. Although it is recognised that under this system it is likely that more parents will be offered their first preference, it will lead to less parental satisfaction overall since

Currently an equal preference system is in operation for the September 2007 intake in maintained secondary schools in Haringey, and it is therefore proposed that this system should be carried forward to 2008.

viii) It is proposed that late applications should be accepted only where they are late for a good reason. This carries forward the current published arrangement for Haringey community schools which states that:

'Applications received after the closing date.....will only be considered with those submitted before the closing date where there are exceptional circumstances. This can be where the family moved (in which case evidence of the change of address will be required) or there are other

exceptional reasons which prevented the family from applying on time. In each case, supporting evidence will be required.'

Further guidance on exceptional circumstances will be given in the new secondary school booklet.

This policy is in line with paragraph 7.14 of the current Code of Practice (paragraph 3.35 of the draft Code).

ix) Where a parent moves from one participating home authority to another after submitting an on-time application under the terms of the former home authority's scheme, the new home authority will accept the application as on-time up to 14 December 2007, on the basis that an on-time application already exists within the Pan-London system.

x) Haringey will participate in the application data checking exercise to be scheduled between 17 December 2007 and 1 January 2008 in the Pan-London timetable.

xi) The latest up-load of late applications to the PLR is **14 December 2007**.

xii) Haringey Children and Young People's Service will up-load the highest potential offer to an applicant for a Haringey maintained school to the PLR by **6 February 2008**. The PLR will transmit the highest potential offer made by the Maintaining LEA (the LEA where the school is situated) to the Home LEA (the LEA where the applicant lives).

xiii) Haringey's Local Admissions System (LAS) will eliminate all but the highest ranked offer where the applicant has more than one potential offer across Maintaining LEAs. This will involve exchanges of information between LAS and the PLR until a steady state is achieved (which PLR will indicate). Haringey will then transmit to PLR information about which final offers have and have not been made at least 5 working days before 1 March. The PLR will transmit this information to the LAS of the relevant Maintaining Authorities for their information.

## Offers

xiv) Notification will be sent to parents concerning the outcome of their applications on the Prescribed Day, this being **1 March** (or in any year where this is

xv) On the same day, Haringey residents who have not been offered one of their preferred schools will be allocated a place at an alternative school. This will usually be the nearest community school, but, with the agreement of the governing bodies, this may be either of the voluntary aided secondary schools or the academy, provided they have places available.

xvi) Haringey Admissions will participate in the offer data checking exercise to be scheduled between 19 and 26 February 2008 in the Pan-London timetable.

xvii) For the purposes of Paragraph 2(e), 4 (d) and 4 (e) of the Schedule to the Regulations, the Home LEA (Haringey Education Services) will inform applicants living in the area of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, irrespective of whether they were for schools in the Home LEA or in other Participating LEAs. Where a place has been refused at a Haringey school where the governors are the admission authority, parents will be advised to contact the school concerned for detailed reasons why their application was refused.

xviii) Haringey Education Services will continue to co-ordinate admissions after 1 March notifications have been sent until a steady state is achieved. **This will be until September 2008.** At that stage, the LEA will notify Greig City Academy, The John Loughborough School and St Thomas More RC School.

xix) Haringey Admissions will request that resident parents accept or decline the offer of a place by 17 March 2008.

xx) Where a parent resident in Haringey accepts or declines a place in a school maintained by another authority by 17 March 2008, we will forward the information to the maintaining authority by 24 March 2008. Where such information is received from parents between 17 March and 31 August 2008, we will pass it to the maintaining authority as it is received.

xxi) In the period 1 March to 31 August 2008, Haringey Admissions will seek to ensure that a place is not offered at a school in its area which is ranked on the CAF as a lower preference than any school already offered to a parent.

xxii) In the period 1 March to 31 August 2008, Haringey will inform the home authority, where different, of any change to an applicant's offer status as soon as it occurs.

xxiii) In the period 1 March to 31 August 2008, Haringey Admissions will accept new applications (including additional preferences) for its schools from home authorities.

xxiv) It is proposed that waiting lists for Haringey community secondary schools will be kept in the order of the oversubscription criteria. From September 2008, the waiting list for Hornsey School for Girls will be altered and the proportionality category will cease. In its place, applicants under this category will be placed in order of distance of the home address to the school. Applicants remain only on waiting lists for higher preferences than the one offered. (This will not affect parents' right to appeal against any decision to refuse a place).

### Number of places

The current admission limits for year 7 pupils in each Haringey community secondary schools is as follows:

Alexandra Park	216
Fortismere School	243
Gladesmore Community School	243
Highgate Wood School	243
Hornsey School	243
Northumberland Park Community School	210
Park View Academy	243
Woodside High School	243

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## Appendix 6

### **Qualifying Scheme for co-ordination of admission to reception classes in Haringey maintained primary schools for the 2008/09 school year.**

**Children who have their fifth birthday on or between 1 September 2008 and 31 August 2009 are due to start in reception classes in Haringey in September 2008. The current arrangements for admission to Haringey community primary schools and St Aidan's voluntary controlled School do not provide for children of other age groups to start in reception in September 2008. Parents will be required to show documentary evidence of their child's date of birth.**

The proposals outlined below incorporate all admission authorities for maintained primary schools in Haringey with reception classes. These are:

- i) Haringey Children and Young People's Service as admission authority for the community primary schools in Haringey.
- ii) The Governing Bodies of the following voluntary aided primary and infant schools:

St Francis de Sales RC Infants' School	
St Ignatius RC Primary	St John Vianney RC Primary
St Martin of Porres RC Primary	St Mary's RC Infants' School
St Peter-in-Chains RC Infants' School	
The Green CE Primary	St Ann's CE Primary
St James CE Primary	St Mary's CE Infants' School
St Michael's CE Primary (N6)	St Michael's CE Primary (N22)
St Paul's & All Hallows CE Infants' School	

### **Application Forms**

For the September 2008 intake, parents applying for all maintained primary schools in Haringey in the normal year of entry (i.e. to reception classes) will be required to complete the Haringey common application form, regardless of the applicant's borough of residence. All preferences named on the common application form will be valid preferences.

In accordance with paragraph 6.6 of the School Admissions Code of Practice, (paragraph 1.28 of the draft Code) other admission authorities within Haringey (i.e. the voluntary aided primary and infant schools listed above) will **not** use supplementary forms except where the information on the common application

form is insufficient for consideration against the school's published admission criteria. (This will usually be where a school requires evidence of religious commitment as part of their admission arrangements).

However, Governors will be required to state in their admission arrangements that these are not application forms, and the completion of a supplementary form alone is not a valid application. Where supplementary forms have been returned directly to the schools, they must notify the Haringey Admissions Service to check whether the common application form has been completed, and if not, contact the parent and request them to complete one.

The Children's Service is proposing that applicants should be able to name up to **four** schools on the common application form in order of preference, and this will include all maintained primary schools in Haringey (but not primary schools in any other authority's area). Parents will also be invited to give reasons for their preferences.

### **Confidentiality of preference information**

Paragraph 3.23 of the draft Code states that the scheme should:

'.....The parent's order of preference should only be shared with those who need to know it, such as another admission authority which uses rank order in its co-ordinated scheme.....'

Therefore, the Authority will forward information about all applicants to the relevant admission authorities within Haringey, but will not give the preference ranking (the only exception to this may be St Martin of Porres RC School).

### **The Equal Preference System**

Preferences for maintained primary schools (including voluntary aided schools) will be considered without reference to the parent's order of preference. (With the possible exception of St Martin of Porres RC Primary School – please see below). Admission authorities should supply a list of all applicants in criteria order to the Admissions Service who will apply the ranking information to offer the highest possible preference.

The only exception to this would be where the school's admission arrangements stated that parents who named the school as their first preference would take priority over those who named the school as a second or subsequent preference. For the September 2008 intake, the system of 'first preference first' may be applicable to St Martin of Porres RC Primary School **only**. *If this is proposed by the governing body, it may be the subject of an objection to the Office of the Schools Adjudicator.*

Governing bodies of voluntary aided schools in their capacity as admission authority for that school will be responsible for applying their own determined and published admission arrangements, and these should make clear that preferences will be considered equally, and without reference to the preference order stated by the parent. The only exception to this for 2008 may be St Martin of Porres RC Primary School. The governing body of this school, in their capacity as admission authority will determine whether this arrangement is proposed for the 2008/09 school year. However, they will need to, bear in mind that the draft Code advises that this criterion should not be used except in an area where all schools in the area also apply first preference first..

Haringey's Local Admissions System (LAS) will eliminate all but the highest ranked offer where the applicant has made more than one potential offer across admission authorities within the authority's area.

**Determining the offers in response to the common application form.**

The closing date for applications is proposed as **9 November 2007**, and the deadline for changing preferences should be the same date. The forms must be returned to Haringey Admissions Service by this date.

It is proposed that there is a frequent exchange of data relating to schools where the governing body is the admission authority (i.e. voluntary aided primary and infant schools in Haringey) both before and after the closing date to ensure that application procedures have been followed correctly and the necessary forms have been completed).

The Haringey Admissions Service will act as a clearing house for the allocation of places by the relevant admission authorities in response to the application forms. The Authority will only make any decision with respect to the offer or refusal of a place in response to any preference expressed on the common application form where:

- a) it is acting in its separate capacity as an admission authority, or
- b) an applicant is eligible for a place at more than one school, or
- c) an applicant is not eligible for a place at any school that the parent has nominated.

By **4 January 2008**, the Haringey Admissions Service will notify the admission authority for each of the schools of every nomination that has been made for that school, including all relevant details and any supplementary form received by this date which schools require in order to apply their oversubscription criteria.

By **15 February 2008** the admission authority for each school will consider all applications for their schools, apply the school's oversubscription criteria (if appropriate) and provide the Haringey Admissions Service with a list of those applicants ranked according to the school's oversubscription criteria.

The LEA will match this ranked list against the ranked lists of the other schools nominated and:

- where the child is eligible for a place at the nominated/only one of the nominated schools, that school will be allocated to the child
- where the child is eligible for a place at two or more of the nominated schools, they will be allocated a place at whichever of these is the highest ranking nominated school for which they are eligible for a place
- where the child is not eligible for a place at the nominated school/any of the nominated schools, the child will be allocated a place at the nearest appropriate school to the child's home address with a place available. They will also be given information on other schools in the LEA's area which still have places available.

On **7 March 2008** the Admissions Service will inform schools of the pupils to be offered places at their schools

On **14 March 2008** the Admissions Service will post letters to parents notifying them they are being offered a place at the allocated school. This letter will give the following information:

- the name of the school at which a place is offered;
- the reason why the child is not being offered a place at any of the other schools which may have been nominated on the common application form;

- information about their statutory right of appeal against the decisions to refuse places at other nominated schools

- contact details for the school and LEA (and those nominated VA schools where they were not offered a place so that they can lodge an appeal with the governing body);
- if the child has been refused a place at a nominated school that was a higher preference than the one offered, an invitation for the child's name to be placed on a waiting list for reallocation if places become free after the offer date.

On **14 March 2008** the LEA will also inform neighbouring LEAs of any offers of a place at its schools made to neighbours' residents

**28 March 2008:** the deadline for parents to accept the place offered. If they do not respond by this date, it will be assumed that they do not accept the place.

### **After offers have been made**

The Admissions Service will continue co-ordinated procedures for a time after the 14 March 2008 notifications have been sent until a steady state is achieved. This is because duplicate offers will be possible where applicants have applied to schools in another authority's area, or parents decide to accept a place for their child in the private sector. **It is anticipated that this will be until September 2008.**

Waiting lists should be kept in the order of the oversubscription criteria and in order to avoid duplicate offers, **applicants remain only on waiting lists for higher preferences than the one offered.** (This will not affect the parents' right to appeal against any decision to refuse a place).

### **Timetable**

The proposed timetable for processing applications in accordance with oversubscription criteria for all admission authorities in Haringey is suggested as follows:

Deadline for receipt of completed application forms – **9 November 2007**

Community and voluntary aided schools advised of all applications received for their schools – **4 January 2008**

Voluntary aided schools to send lists of all applicants in criteria order to Haringey Admissions Service – **15 February 2008**

Letters notifying parents of the outcome of their applications – **14 March 2008**

### **Late applications**

The closing date for receipt of completed common application forms is 9 November 2008. Applications received after this date will be accepted **only** where they are late for a good reason. This is in line with the current and draft codes.

Further guidance on exceptional circumstances will be given in the new primary school booklet.

Applications received after **9 November 2007** but before the allocations procedure has begun on **15 February 2008** will be considered after the allocation period, but before the offer date on **14 March 2008**.

Applications received after the offer date of 14 March 2008 but before 1 September 2008.

Applications made directly to any school on the common transfer form must be forwarded to Haringey Admissions Service immediately. Where only the supplementary form is received, the school must inform the authority immediately so it can verify whether a common application form has been received from the parent, and if not, contact the parent and ask them to complete one. The Authority will enter the details onto its central database and after consultation with the relevant admission authority, offer a place at the nominated or highest ranking school with a place available, or if this is not possible, at the nearest appropriate school with a place available.

Applications received after 1 September 2008 (Casual admissions)

Applications received after 1 September 2008 and applications for places in a year group other than the normal year of entry to primary school will be treated as casual admissions, and referred to the relevant admission authority for determination. Individual admission authorities will operate arrangements for casual admissions. In the case of the Children's Service, the waiting lists for community primary schools and St Aidan's Voluntary Controlled School will be kept in the order of the oversubscription criteria, but with priority normally being given to children without a school place.

### **Waiting lists.**

The waiting lists for reception classes in Haringey community primary schools and St Aidan's Voluntary Controlled School will be kept in the order of the oversubscription criteria..

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## Appendix 7

### **Protocol for the Admission of Hard to Place Students in Haringey Secondary Schools**

#### **Objectives**

The Haringey hard-to-place students protocol applies to all maintained secondary schools in the borough. Its aims are to:

- acknowledge the real needs of vulnerable young people who are not on the roll of a school to be dealt with quickly and sympathetically;
- fairly share the burden of admitting hard to place students across all schools, taking account of each schools capacity to support each student;
- arrange such admissions openly through a process which has the confidence of all schools.

The protocol forms part of the agreed admission arrangements for all maintained secondary schools in Haringey. It will apply to a very small minority of admissions; most should be through normal admissions arrangements. It applies only to those students for whom the authority has a statutory duty to make provision.

#### **Students within the scope of this protocol**

The following students are defined as hard to place and are within the scope of this protocol:

- Looked after children
- Excluded students, including children attending the Pupil Support Centre (PSC) who need to be reintegrated into mainstream school. The accepted process in Haringey is that permanently excluded pupils should attend the PSC for assessment before re-integration into a mainstream school.
- Children without a school place.
- Children of asylum seekers and refugees not in accommodation centres
- Homeless children
- Children with unsupportive family backgrounds where a place has not been sought;
- Children known to the police or other agencies
- Children returning from secure units
- Children without a school place and a history of serious attendance problems
- Traveller children

The following table shows the numbers of students that we estimate might have been considered by the panel in 2018-19 if it been in operation.

Year 8	10
Year 9	33
Year 10	42
Year 11	31

### **Hard to Place Pupil Protocol Panel**

The protocol will be operated by a panel composed of Haringey Secondary Headteachers and staff from the Children's Service, with school representatives in the majority. The panel will meet once a month or as necessary to ensure prompt allocation of hard to place pupils. Quorum will be three where there are at least two headteachers and one Children's Service representative. Headteachers' representation on the panel will be agreed annually at the secondary heads meeting, and representation of the Children's Service will be decided by the Director of the Children's Service. Panel meetings will be scheduled to follow meetings of the Social Inclusion Panel (SIP).

### ***The decision-making process***

Students will be identified as hard-to-place by the Haringey Admissions team or the Social Inclusion Panel (see note below).

Decisions regarding placement of students under the Protocol will be made by the panel, and will be final. The details of all decisions will be made available to the Admissions Forum to demonstrate that the Protocol is being applied appropriately.

The receiving school will be contacted to ascertain whether there is any exceptional reason why the pupil should not be admitted. If there is, the school must respond attaching new evidence within five working days from the date of the letter.

Admission of a student must take place within **15** school days of the date of decision.

When making the decision as to appropriate placement for the student, the panel will take into account:

- the parents' views (including religious affiliation);
- the distance from home to school;
- the capacity and capability of the school to respond to the needs of the student;
- the extent to which the school has itself recently excluded students;
- the number of 'points' accumulated by schools that have already admitted students under the protocol (please see explanation below).

The admission of a hard-to-place student will on occasion take the school above the planned admission number for that year group.

The panels will award points for each pupil admitted under the protocol. Secondary schools will be ranked according to the number of points they have accumulated, with the school that has the largest number of points at the bottom of the list. Placements should then be made, as far as is practical, in rotation.

Points for any student can range from 1 to 3, with 3 allocated to those students who, in the view of the panel, represent the greatest challenge to the schools to which they are allocated. The panel will also award points to a school where a young person or their family refuses to take up the offer of a school place under normal

admission procedures and where a School Attendance Order process has been instigated.

a) The exception to this will be The John Loughborough School. This school's score will be multiplied by **five** to bring it into line with other schools.

## **Relationship with appeals**

Where students are admitted to a school above the planned admission number in any year group, under the protocol, this should not undermine the admission authority's case which is founded on prejudice to the school and efficient use of resources.

Appeal panels will be made aware of the conditions of the protocol, and that the admission of an additional student under the protocol is quite different from a school voluntarily exceeding its admission limit. Panels will also be made aware that any decision they make to allow appeals will place further pressure on a school's resources.

Monitoring the operation of the protocol

The details of all decisions will be made available to the Admissions Forum as a standing agenda item to demonstrate that the Protocol is being applied appropriately. They will also be reported to the meeting of secondary headteachers each month.

## **Review of the protocol**

The protocol will operate for two full terms in the first instance before being reviewed by Admissions Forum. In carrying out this review Admissions Forum will seek the views of headteachers and governors of all maintained schools in Haringey. If the Forum recommends changes to the protocol, these must be agreed with all schools covered by it and consulted on as part of the annual consultation process. Changes will only be able to come into force at the beginning of the school year unless a variation is sought from the Office of the Schools Adjudicator.

**The role of the Social Inclusion Panel (SIP) may to some extent be duplicated by the hard-to-place panel. Initially the SIP will continue to operate but it should also be reviewed alongside the initial operation of the protocol.**

**The current unplaced pupil panel will cease to operate once the protocol comes into operation.**

In reviewing the protocol, head teachers and the Children's Service will jointly consider the development of a Managed Moves Protocol, which would be operated by the same panel.

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## Appendix 8

**Arrangements for admission to Alexandra Park Sixth Form**

To study AS/A levels students must have at least five Grades A\* – C at GCSE. Some subjects have specific entry requirements and for many AS/A level subjects a B grade in that subject at GCSE is a strong preference.

Students without five Grades A\* – C at GCSE, are able to apply for our Intermediate courses – OCR National in Science, OCR National in Business and BTEC Music providing that their performance at GCSE indicates that they will be able to cope with the demands of the course.

Students wishing to join the Sixth Form after having completed their AS levels at another institution may be able to complete A2s in Year 13 at Alexandra Park School. To do so they must have secured satisfactory passes in their AS levels, and their course choice is compatible with our timetable.

The Alexandra Park Sixth Form will normally be able to offer places to all applicants provided they meet the minimum entry requirements. In the unlikely event that this is not possible due to the number of applications, priority will be given in the following order to students who meet the minimum entry requirements:

1. To students in the care of a local authority under the provision of the Children Act 1989, or who have statements of Special Educational Needs specifically naming the institution;
2. To students who will have a sibling attending the school at the point of admission . This category includes foster brothers and sisters, half brothers and half-sisters or stepbrothers and stepsisters. They must also be living at the same address as the applicant.
3. To students living closest to the school or Sixth Form Centre. Distance will be measured in a straight line from the student's home address to the school.

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## Appendix 9

## Arrangements for admission to Hornsey/Highgate Wood Sixth Form

### Consortium

Years 12 and 13 (500 students) are based in separate accommodation. For a number of years at post 16 both schools have existed as a joint sixth form. General entry requirements are as follows:

A/S and A2 Level - Four GCSE passes at A\* - C. Some subjects will require a pass at grade 'B', for example Maths and Sciences.

GNVQ Intermediate - grade 'D' or or Distinction at Level 1 Four GCSE passes two of which should be at pass with Merit (2 yr course) GNVQ.

GNVQ – Foundation - Preferably mainly G – E passes at GCSE (2 yr course)

All students will be invited to an informal discussion about their subject choice.

The Hornsey/Highgate Wood Sixth Form Consortium will normally be able to offer places to all applicants provided they meet the minimum entry requirements. In the unlikely event that this is not possible due to the number of applications, priority will be given in the following order to students who meet the minimum entry requirements:

1. To students in the care of a local authority under the provision of the Children Act 1989, or who have statements of Special Educational Needs specifically naming the institution;
2. To students who will have a sibling on roll at the school where the applicant will be enrolled at the point of admission. This category includes foster brothers and sisters, half brothers and half-sisters or stepbrothers and stepsisters. They must also be living at the same address as the applicant.
3. To students living closest to the school. Distance will be measured in a straight line from the student's home address to the institution where they would be on roll.



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## Appendix 10

### Arrangements for admission to Fortismere Sixth Form

A/S and A2 Level - Five GCSE passes at A\* - B, in at least five different subjects, including at least grade C at English and Maths. There will be some flexibility within these criteria for students who are very close to, but just below, this benchmark. Individual subjects will also have their own criteria which will be updated annually in the 6<sup>th</sup> Form prospectus.

This is a proposed change from the previous entry admission requirements which were 5 A\*-C grades. Fortismere Governors recognise that a programme of A levels is highly challenging and therefore wish to alter the admission arrangements.

One year Vocational Cs or Level 2 course                      A small number of students securing mainly below at GCSE will be offered this course.

It is also recognised that progression from Year 12 to Year 13 needs careful management. A benchmark will now be that students should achieve 3 Ds or equivalent in their AS exams in order to continue to A2. Where students are very close to, but just below this benchmark, cases will be considered on an individual basis so that a few students may be allowed to restart Year 12.

Fortismere Sixth Form will strive to make offers to all applicants provided they meet the minimum entry requirements. In the event that this is not possible due to the number of applications, priority will be given in the following order to students who meet the minimum entry requirements:

1. To students in the care of a local authority under the provision of the Children Act 1989, or who have statements of Special Educational Needs specifically naming the institution;

2. To students who will have a sibling attending the school at the point of admission. This category includes foster brothers and sisters, half brothers and half-sisters or stepbrothers and stepsisters. They must also be living at the same address as the applicant.
3. To students living closest to the school. Distance will be measured in a straight line from the student's home address to the institution where they would be on roll.

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## Appendix 11

### Arrangements for admission to Haringey Sixth Form Centre

The aim of the new Sixth Form Centre is to provide opportunities for all those who have the desire and determination to succeed. Different types of courses have different entry requirements but we aim to provide a course for all students with the necessary degree of commitment regardless of their starting point. The Centre will provide courses at entry to Level 3 and will be fully inclusive.

To study AS/A levels students must have 5 or more GCSEs at grades A\*-C. Some subjects have particular entry requirements which typically would be a grade B in the subject to be studied.

For a Level 3 Vocational programme such as BTEC National students will need to have 4 or more GCSEs at Grade A\*- C or an equivalent L2 qualification such as BTEC First.

To study a Level 2 programme, such as BTEC First, students will usually need to have GCSE passes at Grade D or above though experience, ability and interest in the chosen vocational area will be taken into account.

To study a Level 1 programme, such as a BTEC Introductory Diploma, students will need to have GCSEs at Grade E-G or an equivalent qualification although the key to obtaining a place on these courses is the student's commitment to do well in the area of study.

To study an entry or pre -entry level programme students do not need any formal qualifications but do need a personal commitment to further study in the area.

Students wishing to join the Sixth Form Centre after successfully completing the first year of a Level 3 course may do so if their course choice is compatible with the centre's timetable.

The Sixth Form Centre will normally be able to offer places to all applicants provided they meet the minimum entry requirements. In the event that this is not possible due to the number of applications, priority will be given in the following order to students who meet the minimum entry requirements:

1. To students in the care of a local authority under the provision of the Children Act 1989, or who have statements of Special Educational Needs specifically naming the institution.

2. To students on roll in Year 11 at one of the following schools:  
Gladesmore Community School  
The John Loughborough School  
Northumberland Park Community School  
Park View Academy  
Woodside High School
  
2. To students who will have a sibling attending the Sixth Form Centre at the point of admission. This category includes foster brothers and sisters, half brothers and half-sisters or stepbrothers and stepsisters. They must also be living at the same address as the applicant.
  
3. To students on roll in Year 11 at other schools.
  
3. To students living closest to the Sixth Form Centre. Distance will be measured in a straight line from the student's home address to Centre.

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Agenda item:

**Executive****On 19<sup>th</sup> December 2006**Report Title: **Adult Social Care Annual Review Letter and Star Rating for 2005/06**Report of: **Interim Director of Social Services and Housing****Wards(s) affected:** All**Report for:** Non-Key Decision**1. Purpose**

- 1.1 To inform the Executive of this year's Star Rating results.
- 1.2 To report on the Commission for Social Care Inspection's Annual Review of Social Services and to inform the Executive of the contents of the Annual Review Letter.
- 1.3 To highlight some of the key achievements and areas for improvement for the Social Services Directorate.

**2. Introduction by Executive Member**

- 2.1 Each year the Social Services Directorate receives an annual letter from the Commission for Social Care Inspection (CSCI) which highlights the Directorate's overall performance, identifying particular strengths and weaknesses. The performance letter is a useful tool in validating our own internal assessments and understanding of our performance. It enables us to identify priorities for improvement in relation to performance in the forthcoming year.
- 2.2 This year's CSCI letter highlighted the following strengths:
  - Priorities and strategic objectives are in line with the national agenda, and indicate effective collaboration with partner organisations, service users and carers.
  - Continuing to support high numbers of adults with physical disabilities and older people to live at home, with consistent achievement in these client groups.
  - Delivery of equipment has improved significantly, and developments within the adaptations service serve to underpin this. The promotion of independence is a strength. The council continues its commitment to delivering a range of services able to meet the needs of a diverse community.
  - Expenditure and budgets are being brought into line with comparator councils, and there has been good performance on the numbers of adults and older

people helped to live at home.

- Well developed equalities strategy, which underpins fair access to care services.

2.3 The report also highlighted the following areas where we need to focus attention to ensure we continue to improve in the forthcoming year:

- More work to support adults with learning disabilities, and those with mental health problems, with community-based services.
- Improvements needed around delayed transfer of care, carers' services, waiting times for assessments, reviews and providing a statement of need to service users.
- Improve our monitoring and quality control procedures.
- Bring our unit costs and efficiency gains in line with other outer London authorities.
- Deliver on the remaining electronic social care record target.

### **3. Recommendations**

3.1 That members note the annual review monitoring letter 2005/06.

3.2 That member's note that we have moved from two stars in 2004/05 to one star in 2005/06.

3.3 That member's note that there are areas for improvement that Haringey Social Services needs to focus on improving on the star rating for 2006/07.

Report Authorised by: **Jim Crook, Interim Director of Social Services and Housing**

Contact Officer: **Catherine Galvin, Assistant Director, Social Services**  
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### **4. Executive Summary**

4.1 Social care services for adults have been found to be serving some people well and capacity for improvement is uncertain.

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

N/A

### **6. Local Government (Access to Information) Act 1985**

N/A

## 7. Background

- 7.1 The Commission for Social Care Inspection (CSCI) produce on an annual basis the Record of Performance Assessment (ROPA) for Adult Social Care commonly known as the annual review letter.
- 7.2 The ROPA outlines the authorities strengths and weaknesses and provides the evidence on how CSCI have reached their judgement for that authorities star rating.
- 7.3 Analysis of the ROPA indicates that the primary reason for the drop in Haringey Adult Social Care Star Rating relates to poor performance in relation to a few key performance indicators that measure both customer care and quality of service provision. The summary of areas for improvement below at 10.2 provides a more detailed profile of the weaknesses that lead to this judgement.
- 7.4 CSCI star rating is based on a scale of zero to three stars. The ratings aim to improve public information about the current performance of services and the capacity for improvement.

## 8. 2005/06 performance

- 8.1 The ROPA outlines the authority's performance around delivery of services against a set of national standards and criteria that demonstrate on a moving scale how good the service is.
- 8.2 Of the six standards
- One to five measures how well the authority is serving local people.
  - The last standard (number six) measures the authority's capacity to improve.
- 8.3 The following outline the six standards and provide a summary of CSCI judgement in relation to Haringey Adult Social Care Service:
- 8.4 National Priorities and Strategic Objectives
- 8.4.1 The report recognises strategies continue to develop in line with national and local priorities, and some good progress has been made on implementation with partners.
- 8.4.2 Services reflect the active involvement of service users and carers, including those from diverse groups within the community and there is good representation on partnership boards.
- 8.4.3 Pooled budgets are in place and are being used to resource some joint functions. Performance in some key areas of joint work, such as preventing delayed transfers of care from hospital, was well below the performance of comparators.
- 8.4.4 The council has developed strategies for continued improvement in the cost and quality of its services and best value principles are used, but unit costs maintain a three year pattern of increase and were consistently above plan.
- 8.4.5 In partnership with the Supporting People unit strategic developments continue to deliver high level community support as an alternative to high level residential care. Expansion of the scheme continues the support for people living in their own accommodation.

8.4.6 Good progress was made against the mental health national service framework, compared to 2004/05, with particular progress in developing dual diagnosis for mental illness and substance misuse, and also in mental health promotion.

8.5 Cost and Efficiency

8.5.1 The report acknowledges that expenditure on social care has been reviewed and has been re-allocated to reflect national and local priorities, and to meet the needs of diverse communities.

8.5.2 Use of best value principles demonstrated through resource management initiatives they list a number of the initiative undertaken by the council such as business process re-engineering of home care services, transport review to improve efficiency, implementing an end to end process for the adaptations service and planning the second stage of e-care procurement/payment of care packages.

8.5.3 The commissioning strategy for older people is underpinned by the councils' commitment to developing community-based provision, and shifting resources from residential care.

8.5.4 The provision of intensive home care remains high, but decreased proportionately in 2005/06 against achievements in 2004/05.

8.5.5 The pattern for physical disability budget allocation has fallen further below the comparator group from the previous 3 year average, being 11% below in 2005/06.

8.6 Effectiveness of service delivery outcomes

8.6.1 The number of people over 65 admitted to residential and nursing home care was below that of neighbouring authorities, but was above the Haringey plan. The numbers admitted permanently to residential and nursing home was on target.

8.6.2 Two crisis teams in mental health have reduced admissions and early intervention work is supported through an integrated service aimed at young Afro-Caribbean people. This was the product of an equalities impact assessment on the mental health strategy.

8.6.3 There has been effective use of Supporting People grant funding to support adults with mental health problems to remain independent in the community.

8.6.4 HIV/AIDS provision of services to black African women has increased by 10%.

8.6.5 Most (80%) care packages were delivered to service users within twenty eight days of assessment, but this is below that achieved by comparator authorities.

8.7 Quality of services for users and carers

8.7.1 The percentage of items of equipment delivered within 7 working days improved significantly in 2005/06 and is performing very well.

8.7.2 Similarly, the availability of single rooms for people entering residential and nursing home care is 100% and has maintained this position for the last 5 years.

8.7.3 Statements of need were provided to only 70% of service users; performance has been falling over the past two years.

8.8 Fair access

- 8.8.1 Social services monitor most of the social care needs of the local population and fair access can be demonstrated in most areas.
- 8.8.2 There is a good ration of black and minority ethnic elders receiving an assessment, and also a good ratio of the same receiving a service following assessment. The council is performing well on these indicators.
- 8.8.3 Action was taken to increase the take up of services from some under-represented groups, and the proportion of assessments for BME older clients increased.
- 8.8.4 Advocacy services are in place for all user groups but the amount of direct expenditure on advocacy services for learning disabilities clients was notably low.

8.9 Capacity for improvement

- 8.9.1 Commissioning strategies based on a projected needs analysis over the next three years are in place for all major client groups. Attention has also been given to analysis of the market and how this may develop in the future.
- 8.9.2 There is good strategic direction for social care services. Resource allocation responds to identified priorities where possible; although the council nevertheless face challenges in ensuring strategic improvements can be sustained.
- 8.9.3 The council is working with neighbouring authorities to shape the wider market, and has provided some examples of working with providers to improve the quality of care.
- 8.9.4 The total number of partnerships using Health Act Flexibilities has been maintained, but is lower than that of comparator authorities.
- 8.9.5 The capacity of partners to implement the Carer's Strategy has been tested by uncertainties over funding in the voluntary sector, pressures on non-NHS expenditure within the Primary Care Trust and changes in the Carer's Partnership Board. However, the council has agreed working groups to deliver improvements.
- 8.9.6 Staff retention was good and no recruitment and retention difficulties were stated for any staff groups. There was a good level of expenditure on training. All relevant staff were trained to assess and identify risks to vulnerable adults. However, the days lost through sickness absence increased to above the national average.
- 8.9.7 The October 2006 targets for Electronic Social Care Record have slipped, and this, suggests that the council had inadequate arrangements to ensure data quality.
- 8.9.8 Although budgets and expenditure in 2005/06 were brought more into line with comparator authorities than in previous years, analysis of activity in 2005/06 shows performance was below that of 2004/05. This raises the question about relative value for money that Haringey achieves in relation to its comparator councils, and attention needs to be given to the control of unit costs.

**9. Consultation**

Not applicable

## 10. Summary and Conclusions

### 10.1 Summary of Improvements

- 10.1.1 A clear strength for Haringey is the development and production of relevant commissioning strategies that are based on relevant local data around the needs of the local community.
- 10.1.2 The council is effective at engaging local communities, service users and carers in forming these strategies and involving them in service improvements.
- 10.1.3 The financial position of the council has now been aligned to that of comparator authorities and finished the year with a balanced budget. It is positive that the council reviews and re-allocates expenditure to reflect national and local priorities.
- 10.1.4 The council has a well developed equalities strategy, which underpins fair access to care services. This is followed up with some good examples of outcomes given around improved access to and provision of services to targeted BME groups who have been underrepresented in those areas.
- 10.1.5 Work around adaptations and delivery of equipment has been highlighted a number of times as an area demonstrating good improvement. As this is an outcome of using the best value techniques it does reflect that the council can identify poor performance and take appropriate action to turn this around.
- 10.1.6 The council continues to support high numbers of adults with physical disabilities and older people to live at home, with consistent achievement in these client groups.

### 10.2 Summary of areas for improvement

Some of the following priorities for improvement identified by CSCI have been repeated a number of times within the assessment and touch on more than one of the six standards outlined above. The following highlights the areas of poor performance that influenced the drop in Haringey Adult Social Care Star rating for 2005/06.

The priority areas for improvement are:

- 10.2.1 Older people are waiting too long for an assessment of their needs – waiting times need to be reduced.
- 10.2.2 Although the reviews conducted are compliant, with Fair Access to Care guidance, performance in this area has declined notably.
- 10.2.3 70% of Statement of need were issued to service users this is well below the London average.
- 10.2.4 We need to generally reduce the number of service users placed permanently in residential/nursing care - with a particular focus on learning disabilities.
- 10.2.5 Work on improving the number of adults with learning disabilities and mental health problems to live at home should be a priority for 2006/07.
- 10.2.6 The level of services for carers is well below the comparator average which is something we need to tackle.
- 10.2.7 We need to reduce the number of patients experiencing delays in being discharged from hospital who require social care services.
- 10.2.8 We are out of time for the Electronic Social Care Record but need to compile with the outstanding targets as quickly as possible.

10.2.9 Unit Costs need to be stabilised and preferably brought in line with our comparator authorities.

## **11 Comments of the Director of Finance**

11.1 The Director of Finance has been consulted and notes that there are no direct financial implications contained within this report. There may be financial implications associated with the areas of improvement that the Service has indicated that must be made to improve the position for next year. These must be clearly identified and managed within available resources.

## **12 Comments of the Head of Legal Services**

12.1 There are no legal implications to this report.

## **13 Equalities Implications**

13.1 We are delighted to note the strengths acknowledged by CSCI in relation to:

- Having a well developed equalities strategy, which underpins fair access to care services.
- Providing a good range of services and to a wide range of service users and where appropriate effectively targeted these services to under represented groups.

## **14. Use of Appendices / Tables / Photographs**

14.1 Record of Performance Assessment for Adult Social Care

14.2 Action Plan

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*Making Social Care  
Better for People*

## **RECORD OF PERFORMANCE ASSESSMENT FOR ADULT SOCIAL CARE 2005-06**

Name of Adult Services Authority

Haringey

Contents

Part 1

Part 2

Business Relationship Manager:	Margaret Allen
Performance Information Manager:	Ron Finch
Date Last Updated (dd/mm/yyyy):	20/10/2006
Final Version:	Yes

**Part 1:**

**Summary of Improvements**

The council's priorities and strategic objectives are in line with the national agenda, and indicate effective collaboration with partner organisations, service users and carers.

The council continues to support high numbers of adults with physical disabilities and older people to live at home, with consistent achievement in these client groups.

Delivery of equipment has improved significantly, and developments within the adaptations service serve to underpin this. The promotion of independence is a strength. The council continues its commitment to delivering a range of services able to meet the needs of a diverse community.

The council's expenditure and budgets are being brought into line with comparator councils, and there has been good performance on the numbers of adults and older people helped to live at home.

The council has a well developed equalities strategy, which underpins fair access to care services.

**Summary of Areas for Improvement**

More work is required to support adults with learning disabilities, and those with mental health problems, with community-based services.

Delayed transfers of care increased in 2005/06, and work on improving this area needs to continue as does work on carers services and waiting times for assessments.

Unit costs have increased over the last three years and are well above the plan and IPF comparator group.

Efficiency gains in 2005/06 were low in comparison to comparator councils.

A number of performance indicators have dropped. Outturn figures on the provision of a statement of need and reviews are low and the October 2006 Electronic Social Care Record targets are likely to not be met due to acknowledged IT problems and poorly developed back-up procedures. Monitoring arrangements indicate weak monitoring and quality control procedures, over an entire year.

Although a new Community Strategy is being developed and new priorities identified, the council acknowledges that IT and staffing issues are still to be addressed, and problems in cascading a clear understanding of objectives and priorities to operational level have been identified.

## **STANDARD 1: National Priorities And Strategic Objectives**

The council is working corporately and with partners to deliver national priorities and objectives for adult social care, relevant National Service Frameworks and local strategic objectives to serve the needs of diverse local communities

### **Improvements achieved/achievements consolidated since the previous annual review**

#### *General*

Strategies continue to develop in line with national and local priorities, and some good progress has been made on implementation with partners.

Services reflect the active involvement of service users and carers, including those from diverse groups within the community and there is good representation on partnership boards.

Pooled budgets are in place and are being used to resource some joint functions. Whilst local strategic objectives and priorities complement the national ones, performance in some key areas of joint work, such as preventing delayed transfers of care from hospital, was well below the performance of comparators.

The council has developed strategies for continued improvement in the cost and quality of its services and best value principles are used, but unit costs maintain a three year pattern of increase and were consistently above plan.

In partnership with the Supporting People unit strategic developments continue to deliver high level community support as an alternative to high level residential care. Expansion of the scheme continues the support for people living in their own accommodation.

#### *Older People*

Performance has been maintained in helping older people to remain at home. The Single Assessment Process was in place and being developed further by staff across agencies. Extensive training for professionals across health and social care sectors was carried out, and commissioners noted that the quality of assessments improved notably following the implementation of SAP.

A co-ordinated approach to falls prevention has been implemented, and resources have been identified with partners to support a multi-agency response. Structures and resources were agreed to support the integration of services for older people with mental health problems

#### *Prevention of Hospital Admission / Timely Discharge*

A new prevention and enabling team was established in May 2005, providing up to eight weeks of support to maximise independence. A discharge protocol was in place to underpin a unified approach to discharge planning.

### *Extra Care Housing*

Seventy additional extra care housing tenancies were created within 2005/06, with plans for a further 75 in 2006/07.

### *Learning Disability*

A work experience pilot has been initiated, aimed at providing 100 work opportunities, with workshops to prepare seventy five service users with preparation for employment skills.

The council has funded and supported the development of a successful initiative providing a dating agency service to adults with learning disabilities. The service has gained a number of accolades including a business award.

### *Physical and Sensory Disability*

The number of adults with physical disabilities who received services to help them to live at home has increased and is well above comparator average.

The council is developing extra care supported housing options for adults with physical disabilities to promote independent living.

### *Mental Health*

Joint strategies supporting adults with mental health needs were judged by the mental health service inspection to be coherent. During 2005/06, Haringey developed a pilot project which bases mental health nurses in locally identified Police stations, providing initial assessment of people arrested with onward referral to other services where necessary. However, further work needs to be done on the integration of teams.

Good progress was made against the Mental Health National Service Framework, compared to 2004/05, with particular progress in developing dual diagnosis for mental illness and substance misuse, and also in mental health promotion.

### *Drugs and Alcohol*

Haringey's Drug and Alcohol Action Team Treatment action plan has been finalised. This plan has been commended by the National Treatment Agency for Substance Misuse, but increased participation in drug treatment programmes was low, and planned performance for 2006/07 is also low. Joint working arrangements on substance misuse are in place for both Children's and Adult's services. Social services supports involvement of service user views in the development and monitoring of service provision.

### *HIV / AIDS*

The HIV service is fully integrated into Physical Disability Services. Through the Sexual Health & HIV Partnership Board, the Haringey Strategic Partnership objectives are addressed. The partner organisations are working closely to address teenage pregnancy targets and to deliver the HIV prevention agenda. There is linked work between children's services and adult's directorate.

A representative of the HIV team attends sexual health strategy meetings. A strategy to address the social care aspects of sexual health has been developed.

### *Carers*

There is a joint agreement between Haringey Council and Haringey PCT to invest £100k in a carers centre.

Budgets have been devolved to team level to provide flexible carer's services and, with the recruitment of a Carers lead officer, provides the opportunity for a more co-ordinated approach to carers issues. However, the number of services provided for carers was about 20% of that planned for 2005/06, and planned performance for 2006/07 is below the original 2005/06 target.

## **Areas for improvement**

### *Older People*

Older people wait too long for an assessment of their needs. The council's performance on this indicator has not met the key threshold. The rate of admissions to residential and nursing home care is still high.

### *Prevention of Hospital Admission / Timely Discharge*

The number of people who received intermediate care in a residential setting was low, being below the figure for 2004/05, and did not achieve the 2005/06 plan. The number of people in non-residential intermediate care, was also below the figure for the previous year.

Delayed transfers of care have remained consistently high.

### *Learning Disability*

The council has a comparatively high number of adults with learning disabilities supported in residential care, and although there a focus on reducing admissions, the rate of admissions of adults to residential care was still higher than the average for comparator councils.

The council reported no non-care managed services for people with a learning disability.

### *Mental Health*

The number of adults with mental health problems helped to live at home, was significantly below the 2005/06 plan and well below the average for comparator councils

The council were unable to provide information on non-care managed support in the reporting year.

### *Carers*

The level of services for carers is well below the comparator average. Asian carers, are under-represented among carers. However, almost 80% of the carer's grant was spent on BME carer breaks.

## **STANDARD 2: Cost and efficiency**

Adult Social Care commission and deliver services to clear standards of both quality and cost, by the most effective, economic and efficient means available

### **Improvements achieved/achievements consolidated since the previous annual review**

#### *Older People*

The provision of intensive home care remains high, but decreased proportionately in 2005/06 against achievements in 2004/05.

The commissioning strategy for older people is underpinned by the Council's commitment to developing community-based provision, and shifting resources from residential care.

#### *Learning Disability*

The learning disability strategy has identified a more imaginative use of in-house services to meet increased demand within limited resources, and includes the ongoing development of day opportunities as a priority action for the council.

#### *Physical and Sensory Disability*

With no increase in budget allocation, the physical disabilities service has improved its use of resources and increased efficiency in deployment of in-house facilities in order to maintain the level of service provided to people with physical and sensory disabilities.

#### *Mental Health*

Prevention, early intervention and recovery are key commissioning objectives for mental health, and a relatively high spend on adults with mental health needs reflects local priorities, and the mental health grant is used to fund non-care managed support schemes in conjunction with Mind in Haringey.

### *Best Value*

The community strategy contains specific resource management initiatives including:

- A commissioning strategy for community care services integrating the supporting people programme.
- Business process re-engineering of Home Care services.
- A transport review to improve efficiency and increase user independence.
- Targets to increase the numbers of directly employed staff and reduce the use of agency staff.
- Implementing an end-to-end process for the adaptations service to reduce the waiting times between assessment and delivery of equipment.
- Planning the second stage of e-care procurement/payment of care packages.

Expenditure on social care has been reviewed and has been re-allocated to reflect national and local priorities, and to meet the needs of diverse communities.

### **Areas for improvement**

#### *Older People*

The unit cost of home care has increased by 25% over the figure for the preceding year and is well above the average for comparator councils; the unit cost of intensive social care is in line with comparator average.

#### *Physical and Sensory Disability*

The pattern for physical disability budget allocation has fallen further below the IPF group from the previous 3 year average, being 11% below in 2005/06

#### *Drugs and Alcohol*

The infrastructure to support substance misuse services needs further development. Funding issues need to be clarified and service consolidation has been identified by the council, to ensure that effectiveness of service delivery is upheld. New premises to provide co-location of staff, need to be identified for DASH, in order to benefit service users.

#### *HIV / AIDS*

Reduction in the AIDS grant places pressure on service provision. A partnership approach is needed to ensure efficiency improvements can be achieved, and that communication and service delivery is improved.

#### *Carers*

The average spend on mental health carers increased by 34% per carer, but there was a 30% decrease in the number of mental health carers during the same period.

A 49% increase in older people's carers was not matched by an increase in spend in this area.

### **STANDARD 3: Effectiveness of service delivery and outcomes**

Services promote independence, protect from harm, and support people to make the most of their capacity and potential and achieve the best possible outcomes

#### **Improvements achieved/achievements consolidated since the previous annual review**

##### *Older People*

The number of people over 65 admitted to residential and nursing home care was below that of neighbouring authorities, but was above the Haringey plan. The numbers admitted permanently to residential and nursing home was on target.

##### *Equipment and Adaptations*

Waiting times for adaptations were significantly reduced in year, with 86% of items of equipment delivered within seven days.

##### *Mental Health*

Haringey has developed a range of initiatives including the Six8Four and Clarendon Centres, hosting a variety of sport, social and community groups.

Two crisis teams have reduced admissions and early intervention work is supported through an integrated service aimed at young Afro-Caribbean people. This was the product of an equalities impact assessment on the mental health strategy.

There has been effective use of Supporting People grant funding to support adults with Mental Health problems to remain independent in the community.

##### *HIV / AIDS*

Provision of services to black African women has increased by 10%.

##### *Helped to live at home / Non care managed services*

Services promote the independence of some service users, and are sensitive to the needs of most diverse community groups.

Most (80%) care packages were delivered to service users within twenty eight days of assessment, but this is below that achieved by comparator authorities.

Good quality information about service standards was accessible to some service users and carers.

## **Areas for improvement**

### *General*

Work on improving the number of adults with learning disabilities and mental health problems to live at home should be a priority for 2006/07. Performance in these areas clearly shows a strong downward trend over the last three years.

Although reviews conducted are compliant with Fair Access to Care guidance, performance in this area declined notably, and is well below comparator average

The number of service users in receipt of direct payments showed a small improvement from the 2004/5 position.

## **STANDARD 4: Quality of services for users and carers**

Services users, their families and other supporters, benefit from convenient and good quality services, which are responsive to individual needs and preferences

## **Improvements achieved/achievements consolidated since the previous annual review**

### *General*

The percentage of items of equipment delivered within 7 working days improved significantly in 2005/06 and is performing very well.

Similarly, the availability of single rooms for people entering residential and nursing home care is 100% and has maintained this position for the last 5 years.

## **Areas for improvement**

### *General*

Statements of need were provided to only 70% of service users; performance has been falling over the past two years and is well below the average for London councils.

50% of service users who responded to a survey were very or extremely satisfied with their home care services, but that level is below the national average.

The council suggests that following implementation of a new client database, there should be improvements in assessment timescales but performance was well below comparator authorities. Performance on acceptable waiting times for assessments is a key threshold indicator.

**STANDARD 5: Fair access**

Adult Social Care services act fairly and consistently in allocating services and applying charges

**Improvements achieved/achievements consolidated since the previous annual review**

*General*

Social services monitor most of the social care needs of the local population and fair access can be demonstrated in most areas.

There is a good ratio of black and minority ethnic elders receiving an assessment, and also a good ratio of the same receiving a service following assessment. The council is performing well on these indicators.

Action was taken to increase the take up of services from some under-represented groups, and the proportion of assessments for BME older clients increased.

Advocacy services are in place for all user groups but the amount of direct expenditure on advocacy services for learning disabilities clients was notably low.

**STANDARD 6: Capacity for improvement**

The council has corporate arrangements and capacity to achieve consistent, sustainable and effective improvement in Adult Social Services

**Improvements achieved/achievements consolidated since the previous annual review**

*Commissioning*

Commissioning strategies based on a projected needs analysis over the next three years are in place for all major client groups. Attention has also been given to analysis of the market and how this may develop in the future.

The council is disposing of two of its registered care homes, and intends to use the capital receipt to improve the quality standards within the remaining homes. There are plans to develop a specialist in-house home care service to respond to users with complex needs and the use of cost and volume contracts with provider agencies to deliver value for money services to those with lower level needs.

*Partnership Working.*

There is good strategic direction for social care services. Resource allocation responds to identified priorities where possible, although the council nevertheless face challenges in ensuring strategic improvements can be sustained.

The council is working with neighbouring authorities to shape the wider market,

and has provided some examples of working with providers to improve the quality of care.

The total number of partnerships using Health Act flexibilities has been maintained, but is lower than that of comparator authorities.

The capacity of partners to implement the Carer's Strategy has been tested by uncertainties over funding in the voluntary sector, pressures on non-NHS expenditure within the Primary Care Trust and changes in the Carer's Partnership Board. However, the council has agreed working groups to deliver improvements.

The council continues to work in partnership with Supporting People to provide housing support through tenancy sustainment services.

#### *Human Resources*

Staff retention was good and no recruitment and retention difficulties were stated for any staff groups.

There was a good level of expenditure on training. All relevant staff were trained to assess and identify risks to vulnerable adults.

### **Areas for improvement**

#### *Performance Management*

The introduction of Framework-I has led to problems with data capture.

The council has recognised that the number and complexity of indicators on the stand alone balance score cards requires a high level of review and monitoring to make it effective for cascading a clear understanding of objectives and priorities down to operational level, and externally to partner organisations.

It is expected that the October 2006 targets for Electronic Social Care Record will not be met, and this, as well as problems with performance reporting encountered following the implementation of Framework-I suggest that the council had inadequate arrangements to ensure data quality through this process.

#### *Commissioning*

The outturn figure for carers services was only 20% of the plan for 2005/06

Although budgets and expenditure in 2005/06 were brought more into line with comparator authorities than in previous years, analysis of activity in 2005/06 shows performance was below that of 2004/05. This raises the question about relative value for money that Haringey achieves in relation to its comparator councils, and attention needs to be given to the control of unit costs.

The council supported social services with additional funding in 2005/06 and is planning to maintain the budgetary position in 2006/07.

*Human Resources*

Although local services were performing below national minimum standards for medication and staff training in some areas, the council is investing training funding to improve performance in these areas.

The percentage of days lost through sickness absence increased to above the national average.

## **Part 2:**

### **STANDARD 1: National Priorities And Strategic Objectives**

The council is working corporately and with partners to deliver national priorities and objectives for adult social care, relevant National Service Frameworks and local strategic objectives to serve the needs of diverse local communities

#### **Summary of admissible evidence (including sources)**

Good progress was made against NSF criteria as compared with 2004/5. Haringey moved from amber to green in several areas and was the only LIT in the sector to have achieved green in Dual Diagnosis for mental illness and substance misuse and also in mental health promotion.

Many other areas also moved from amber to green in 2005 including local strategic partnerships; help with employment; delivering race equality and transition protocols.

#### **PI's with improving or high performance**

- B11: decreased but maintained in Band 5.
- C28 (KT): decrease in 2005/6, but performance is in Band 5.
- C29: Top band position maintained.
- C32: Top band position maintained.
- C72: Top band
- D37: 100% performance maintained.
- D54 (KT): Increased from band 3 to band 5.
- E47: Top band
- E48: Top band

#### **PI's with decreased or poor performance**

- A60: Band 3 maintained but decreased.
- C30: Band 3 maintained but decreased.
- C31: Increased within band 3.
- C73: Band 2H.
- D39: Accounting for reporting inaccuracies, decreased within band 2.
- D40: Accounting for reporting inaccuracies, decreased within band 2 (lowest band).
- D52: Band 1
- **D55 (KT): reported performance just below Band 2 threshold. Limits judgement to 'Most'**
- D56 (KT): Reported performance is Band 3, decreased by 9% and is lower quartile nationally.
- C62: Band 2 (newly banded).

#### **Service Capacity:**

- There was a 1% increase in the number of people who received 5 hours or more a week of HC.

- 70 Additional extra-care housing tenancies were provided in 2005/6 and 75 more planned for 2006/7 (DIS 2144)
- After increasing by 7% in 2004, the number of people supported in care homes fell 12% to below 2003 levels in March 2005. The council noted that the drop in residential care during this period is in line with the Community Care Strategy. The strategy's central target was for 65% of all older clients to be living in the community by September 2005 – which was met.
- (DIS 2139-2140): The number of people who received intermediate care in a residential setting (23) was low, significantly down on 2004/5 (71), and well below plan (76) and IPF (123), but planned to increase in 2006/7 (48)
- (DIS 2141-2)The number of people who received intermediate care in non-residential setting (1135) was also down on 2004/5 figures (1244) but well above IPF (673) and planned to increase in 2006/7 (1250).
- A fairly low number of 18-64s were admitted to permanent res / nursing care (PAF C72), but the equivalent measure for over 65's (PAF C73) reflects a high rate of admissions c200% of IPF.
- DIS 2148: 'In May 2005, a new Prevention and Enabling Team began... funded by the delayed discharge pooled budget... [and] includes an admission prevention nursing post....'

#### **DTOCS (PIM's calculations from PADI SITREPS data)**

- Although a pooled budget was in place to invest grant funding into services to facilitate hospital discharges and prevent admission and a Discharge Protocol was in operation to ensure a unified approach to discharge planning (DIS 2102), DTOCS increased towards year end and were very high in the last quarter.
- There were over 2100 reimbursable days in the year, giving a weekly average of 40, but in the last weeks of the year the number of days rose to 250% of the average. Overall, 84% of the reimbursable days were due to Residential or Nursing placements not being available, and 11% due to domiciliary packages not being set up.
- There were 759 delayed patients in the year giving a weekly average of about 15, but in the last weeks of the year the number of days rose to over 200% of this average. Of these 759 delayed patients, just over half were delayed by Health (ditto for number of days - 33% of the NHS days were due to further non-acute care being required, with 44% due to patient choice).

#### **NSF Standards**

- Person centred care / Single Assessment (DIS 2145): The Single Assessment Process was in place, and being developed further by staff across agencies. There has been substantial training for professionals across the health and social care sectors to ensure that skill-sets meet the requirements of SAP, and commissioners found that the quality of assessments improved markedly following the introduction of SAP. LD service users with a PCP increased to 80 by

- year end.
- Intermediate Care (DIS 2147 & DIS 2148): LBH provide a wide range of short-term and intermediate care services and in May 2005 a new Prevention and Enabling Team began enabling service users to regain their independence after eight weeks of support. The DIS states that the overall high provision of Intermediate care was 'reflected in the reduction of long-term placements in 2005/6', but although permanent admissions are low for older people (PAF C72), for under 65's (PAF C73) performance was almost twice that of the IPF average. Members' Scrutiny review, whilst positive about the scope and ambition of these services, recommended 'that partners work together towards further integration, and developing an intermediate care pathway' (DIS 2147).
  - Falls Prevention and Telecare (DIS 2149-50, 2161): Haringey has identified resources and strategies with partners to introduce a multi-agency approach to preventing falls. There are currently around 4,500 alarm users and the telecare and Falls Monitors service was growing.
  - Older People with Mental Health problems (DIS 2151): There is a good history of joint working by the local authority and the local mental health trust. Specialist older people's mental health social workers liaise closely with NHS staff in community teams and in-patient units. Structures were agreed and resources identified across agencies for the integration of services for older people with mental health needs. Suitable accommodation is available and co-located, fully integrated teams will be in place by Jan 07.

#### **Non-Care Managed Services:**

- DIS 2201: LD - Haringey have developed a number of initiatives including a work experience pilot with the aim of providing 100 work opportunities for people with LD in the Council and workshops around the preparation of employment skills for 75 service users.
- DIS 2301: PD – With SP, the council is developing extra care supported housing opportunities for disabled people to promote independent living.
- DIS 2401: MH – Haringey have submitted an NRF bid develop community based services in partnership with Leisure and Library services.
- **Workforce** (DIS 2102): Haringey registers high levels of deprivation, and withdrawal of funding arising from PCT budget affects the Community Alarm scheme, the Rapid Response team, and MH/OP liaison social worker and ICT case manager posts.
- **LD Strategy** (DIS 2302): LBH plan for management of the risk that community provision may not be able to meet the immediate needs of people who otherwise would have been placed in acute services. In order to improve communications, an LD communications strategy has been adopted and a communications strategy letter sent to

service users.

- **MH Strategy** (DIS 2402): Joint MH and Day Services Strategies provide a coherent strategy within which the integration of services with the BEH MHT can develop, and planning can take place to mitigate for funding and grants pressures. An integrated single line management structure in the four CMHTs is planned to mitigate uncertainties regarding capacity to manage the pace of change, and to prevent blockages.
- **AIDS/HIV Strategy:** (DIS 2502) To counter the continual reduction in the AIDS grant, the council continue to make efficiency improvements to ensure a high level of service provision. LBH plan to overcome barriers to normalising HIV and removing stigma through education and partnership working to provide preventative and outreach services with young people and community groups. Although there are complex priorities and agendas within partner organisations there is a widespread will and determination to improve communication and service delivery.
- **D&A:** (DIS 2601 & DIS 2602): Haringey's DAAT Treatment Plan was finalised and highly praised by the National Treatment Agency for Substance Misuse, and participation in drug treatment programmes increased (PAF A60) but was only band 3 and planned performance in 2006/7 would be band 2.
- It is planned that DASH and HAGA workers will relocate to one community base which would provide a more appropriate therapeutic environment from which to deliver a range of services. Consolidation of service provision is planned to ensure effectiveness of service delivery. The DAAT is developing a Workforce Development Strategy and work is ongoing to give ex-users employment opportunities within the service.
- **Carers:** (DIS 2701, DIS 2702, DIS 2711-2714) The number of services provided for Carers (PAF C62) was about 20% that planned for 2005/6, (about ½ IPF), was in the lower national quartile and relates to Band 2 performance. Planned performance for 2006/7 is well below the original 2005/6 target. However, the total number of breaks provided was above IPF and above the 2005/6 plan and target is to maintain this. Although the DIS notes that Asian carers are under-represented among carers who received a carer's assessment, nearly 80% of the grant was spent on providing breaks for BME carers, which was about 300% of plan and it is planned to maintain this in 2006/7.
- The capacity of partners to implement the Carers Strategy has been tested by uncertainties over funding in the voluntary sector, pressures on non-NHS expenditure in the PCT, and changes in the Carers Partnership Board. However, working groups are in place tasked with delivering improvements in all these areas. There was no mechanism in place for stakeholders to contribute to the development of proposals for the use of the Carers Grant on locally agreed priorities, however, these and other issues can be taken up by the CPB, and in the Carers Strategy review. Budgets have been devolved

to team level to provide flexible carers' services and recruitment of a carers lead, achieved in 2005/06, offers direction and a co-ordinated approach to carers' issues.

### **Best Value**

(DIS 3201, DIS 3202): The financial impacts of the financial recovery plan for the PCT are still being determined. The Council is assessing and planning for this liability and a 3 year budget strategy allocates resources in the context of the Community Strategy and identifies improvement priorities. Specific resource management initiatives include:

- A Commissioning Strategy for Community Care services integrating the Supporting People programme
- Business process re-engineering of the Home Care Service
- A Transport review to improve efficiency and increase user independence.
- Targets increasing the numbers of directly employed staff and reducing the usage of agency staff
- Implementing an end to end process for the adaptations service to reduce the waiting times between assessment and delivery of service
- Planning for the 2nd stage of e-care - procurement/payment of care packages
- The Chief Executive Management Board (CEMB) has agreed processes for monitoring risks at departmental management teams on a quarterly basis.

### **Evaluation**

Strategies continue to develop in line with national and local priorities, and some good progress has been made implementing them in collaboration with partners.

Services reflect the active involvement of service users and carers, including those from diverse groups within the community and there was good representation on partnership boards.

Pooled budgets are in place and are being used to resource joint functions, but delayed transfers of care and reimbursable days were extremely high by year end - These were caused primarily by a lack of provision and block purchasing contracts are being commissioned to decrease delays.

Whilst local strategic objectives and priorities complement the national ones, performance was poor in some key areas (e.g. delayed transfers of care, waiting times, carers services, MH and LD helped to live at home), the provision of intermediate care has reduced against plan, and the proportion of community based services seems to have peaked in 2004/5.

The council has developed strategies for continuous improvement in the

cost and quality of its services and BV principles are used, but unit costs maintain a 3 year pattern of increase and were above plan.

## **STANDARD 2: Cost and efficiency**

Adult Social Care commission and deliver services to clear standards of both quality and cost, by the most effective, economic and efficient means available

### **Summary of admissible evidence (including sources)**

- DIS 3227: The Audit Commission gave 'No specific recommendations for improving financial or performance management in Social Services'.
- The assessment awarded 3 stars for adults social care. The AC stated that (for the whole council): 'Spend is generally high in comparison to other near neighbours. Whilst the Council can demonstrate factors affecting its spend, such as demographic mix and the need to invest for service improvement, there is a mixed picture when assessing whether costs are commensurate with performance levels'. Action was needed to:
  - sustain improvement in better-performing services, whilst continuing to develop its focus on those services where progress was less consistent;
  - demonstrate that high-cost services are delivering value for money, and embed the culture of challenge for value for money Council-wide;
  - maintain tight budgetary control to deliver financial balance for 2005/06 and the medium to longer-term; and as a priority, develop and implement an action plan in response to our report on the Technical Refresh project.

### **Spring 2006 Delivery Improvement Statement for Adults Services**

- PAF B11: performance (31%) remains in band 5 but decreased, and was below target (35%) and IPF (34.8%). 2006/7 plan is for (35%).
- PAF B12: Unit cost of intensive social care (£619) was Band 2. Costs continue a 3 year pattern of increase, above planned target (£590) and in the upper quartile nationally, but in line with ACA group (£617). The 2006/7 plan (£590) is to reduce to 2004/5 levels; ACA group average for 2006/7 increases to £619.7.
- PAF B17: Unit cost of HC (£18.5) was Band 2. Costs continue a 3 year pattern of increase, above planned target (£15.7 – which would have been a decrease) and ACA group (£14.7). Plan for 2006/7 (£15.5) would take costs to below 2003/4 and below ACA (£16.1).
- PAF C72: Older People admitted to permanent res / nurs care (69.2) was in Band 5, roughly on target and below IPF (78.8).
- PAF C73: 18-64's admitted on a permanent basis to res / nurs care – (3.8) was above plan (3.5), well above IPF average (2.0) and in Band 2H.
- PAF C28 Intensive HC – Proportionate decrease in 2005/6, but

- performance was in line with IPF and in Band 5.
- DIS 3229 – 3231: Percentage increases in fees (care homes, homecare, and daycare) for 2005/6 and those planned for 2006/7 were all below IPF.
  - DIS 3233: Commissioning strategies based on a projected needs analysis over the next three years are in place for all major client groups. Attention has also been given to analysis of the market and how this may develop in the future. For OP a needs and gap analysis has led to a Community Care Commissioning Strategy which was underpinned by the Council's commitment to developing community based provision. The Residential side of the strategy was developed in line with a commitment to increasing community services and keeping residents within Haringey. The council is selling two out of borough care homes and using the freed up capital to improve the standard of quality within the remaining four homes. The council aims to develop an in-house service that can provide for those with the most intensive needs whilst using cost-volume contracts to deliver value for money to provide services to those with lower-level needs. PD and LD commissioning strategies aim for the more imaginative use of in-house services to meet increased demand with stationary budgets. Prevention, early intervention and recovery are key commissioning objectives for MH.

**KIGS BU07 & KIGS EX04:**

- Where the (4 year) average PSS budget per capita from 2001/2 to 2004/5 was c128% of IPF, in 2005/6 it was only 113% of IPF.
- Likewise, the gross SSD expenditure per capita averaged 125% of IPF in 2001/2 to 2003/4, but for 2004/5 it was only 113% of IPF.
- The pattern for PD budget allocations was that Haringey has fallen further below IPF than the previous 3 year average, and from the IPF level in 2004/5 to 11% below in 2005/6.
- For LD the rate of growth has decreased to 4% and although still above IPF, the gap closed from 128% to 119%
- For MH the budget was well above IPF but has not narrowed.
- DIS 3203 – DIS 3212: 52% of all efficiency gains in 2005/6 were in modernising service delivery – this was roughly double the national average and will increase to 73% in 2006/7. Human resources efficiencies only account for 9% (national average = 20%).
- DIS 3301 & 3323: Total number of partnerships using Health Act Flexibilities has been maintained, and was below IPF; states that: 'although widening and deepening of commissioning arrangements through HAFs is a priority, however [LBH] are committed to developing partnership working outside of these arrangements'.
- DIS 3225: Spot purchase of residential care increased to 69% with 22% in-house and <9% block. This puts Haringey in the lower quartile nationally for spot purchase and the upper quartile for in-house residential provision.

- DIS 3226: For domiciliary care the pattern was an increase of spot care to 22%: 53% block: 25% in-house. This compares with IPF figures of 40% spot : 32% block : 28% in house.
- The council states that their procurement options are set within council policy which also are a reflection of conditions in the local market.
- Fees increased by less than the IPF, but unit costs for intensive care and homecare maintained a 3-year pattern of increase, and well above both 2005/6 plans and IPF.
- Expenditure on social care has been reviewed and has been re-allocated to reflect national and local priorities, and to meet the needs of diverse communities. A high relative spend on Asylum Seekers, and on under 65's with MH needs, and a low relative spend on OP services (as compared to national averages) reflects local priorities.
- 2001/2 to 2004/5 budgets and expenditure were significantly above IPF, but are now closer to the IPF comparator, and spending has been brought down to within budget capacity. However, if it is considered that 2005/6 performance was below 2004/5 levels, this raises a question about the relative value-for-money efficiencies that Haringey achieves in comparison to its IPF group.

## **Evaluation**

The council has some examples of using joint commissioning and partnership working, but improvements in the economy, efficiency, and effectiveness of local services seem limited.

### **STANDARD 3: Effectiveness of service delivery and outcomes**

Services promote independence, protect from harm, and support people to make the most of their capacity and potential and achieve the best possible outcomes

#### **Summary of admissible evidence (including sources)**

##### **Routine Business Meeting 04 04 2006**

CSCI outlined concerns about an Older People LA provided service which had Enforcement taken out against them in November 2005 for care planning issues and lack of adequate risk assessment, and following a visit in March 2006

#### **Admissions to residential and nursing care:**

- PAF C26: The number of 65+ admissions (64) equates to band 4L. Although increased above plan (plan was to decrease to 51), still well below IPF (second lowest in group).

- PAF C72: The number of OP admitted to permanent res / nurs care was in Band 5, roughly on target and below IPF.
- PAF C27: Admissions of <65 Supported Residents to Res / Nursing (3.8) was band 4H, has increased well above the 2005/6 plan (which was to reduce from 3.3 to 3.0), and well above IPF (2.2).
- PAF C73: 18-64's admissions to permanent res / nurs care (4.1) was also above plan (3.5), well above IPF (2.1) and in Band 2H.
- PAF D37 – 100% of clients allocated single rooms –performance maintained for 3 years and planned to continue.

### **Helped to Live at Home indicators:**

- C29 - Reported = 8.5. Adjusted for system error = 6.21: Increase (from 5.2) was well above plan (5.0) and IPF (4.5), still in Band 5, but the DIS plan figure for 2006/7 (5.0) was below the 2004/5 outturn and should be revised.
- C30: Reported = 1.5. Adjusted for system error = 2.1 decreased from 2.4, below plan (2.45) and IPF (2.5). This maintains band 3 performance (but note that the plan for 2006/7 is set at the erroneous 2005/6 outturn).
- C31: Reported = 0.4. Adjusted for system error = 1.7 - increased from 1.4, just below 2005/6 plan (1.8), but well below IPF (4.2). Band 3 performance maintained, but 2006/7 plan is back at 2004/5 level (1.4). The MH Inspection report notes that the previous downward trend was in part due to the considerable data cleansing exercise undertaken, and that, in addition the increase in people supported through SP had further reduced the numbers counted in the PI and that 'it would be important to monitor future performance in this area given that the Council was more confident in the accuracy of the data being recorded'.
- C32 – Reported = 158. Adjusted for system error = 116 decrease from 119, below plan (121) but still above IPF (107), performance is still in band 5.
- PAF C28 Intensive HC – Proportionate decrease in 2005/6, but performance is in band 5 and in line with IPF.
- PAF C51 – Direct Payments – although stated as 122 (band 4) in the DIS, reduced to 89 (band 3) in PAF final cut. Therefore only a marginal increase.

### **Carers:**

- C62 – Proportion of services for carers: At 5.5 this was in band 2 and decreased to about 50% of IPF, well below plan and 2004/5 outturn (25 and 21 respectively). However, the total number of breaks provided (DIS 2712) has increased by 20%, 5007 new breaks were provided additional money (i.e. 16x the 2004/5 number).
- Over 78% of the grant was spent on breaks for BME carers, whilst the BME group comprises only 34% of Haringey's population.
- It was planned to spend 19% of the grant on joint care management / pooled budgets, but only 9% was (DIS 2716).
- The average spend on MH carers increased from £144 to £193 (34%)

- per carer with a 30% decrease in MH carer numbers
- With an unplanned 80% decrease in LD carer numbers the average spend on LD carers increased by over 300% to more than 1300% what was planned.
- A 49% increase in OP carer numbers was not matched by an increased spend in this area.
- PD carer numbers were missing from the DIS.
- The number of Carers of other service users increased by 87% whilst the amount spent in this area only increased by around 65%
- Overall, the number of carers increased, but below plan, and the plan for 2006/7 is to support fewer carers with a smaller grant.
- DIS 2309 & DIS 2310: Waiting times for adaptations were significantly reduced, but still above IPF (especially in the case of major adapts, which were extremely high in 2004/5, but still 200% of IPF in 2005/6).
- C62 outturn was well below plan, although there was an increase in the total number of breaks provided and 4700 more new breaks were provided with additional money. LBH noted (2/8/06) that they have a 'strong BME Carers service': In 2004/5 the proportion of the grant spent on breaks for BME carers was roughly in line with the BME population ratio, but was 3 times this ratio in 2005/6 and the plan is to maintain this. The number of carers who received breaks services through the Carers Grant and the average spend on each of these showed a high degree of variation and deviation from plan in each service group. With less grant money than planned for, fewer carers received breaks than planned, and both the total spend (-22%) and number of carers (-7%) are planned to be further reduced for 2006/7. The proportion of the grant spent on joint care management or pooled budgets was nil in 2004/5 and low (and well below plan) in 2005/6; it is planned to double this in 2006/7 back to the 2003/4 level. The planned and actual amounts spent on administration and development of carers breaks were also well below IPF. (DIS 2717 – DIS 2725). No adults with LD had any planned short-term breaks in their care plan, and the number of assessments and reviews for carers for LD adults was significantly below IPF.
- DIS 2608: There were 204 alerts of abuse against older people, and in every case a multi-agency Strategy Meeting was held and an Adult Protection Plan put in place.
- The numbers of admissions to residential and nursing care increased against plan and in the 18-64 age group are well above IPF.
- Intensive home care provision, although still high, decreased against plan as did OP and LD Helped to Live at Home indicators. Although B11 performance was still band 5, this decreased in 2005/6 and the general direction of travel indicated on reported figures was towards a lower proportion of community based services being delivered.

**User surveys:**

- The Older People Home Care User Survey (PAF D52) indicates that

only 50% of those questioned stated that they were 'very' or 'extremely' satisfied with the help from social services that they received in their own home. This is lowest band performance and only a 4% increase from 2002/3. This is in line with IPF average but below the national average which is 59%.

- 60% of those questioned in the 2006 user experience survey answered 'always' to the question 'Do your care workers do the things that you want done?'. This is band 3 performance and roughly in line with IPF average.

## **Evaluation**

The range of services is broad and increasingly able to offer choices and meet preferences (e.g. direct payments in line with IPF and single rooms indicator at 100%).

Services promote the independence of some service users, seek to minimise the impact of disabilities and reduce family stresses (good performance on C28, C29, C32), and are sensitive to the needs of most diverse community groups (although BME groups are actually over-represented for C51 and carers spending). However, 2005/6 performance and/or the direction of travel in several key areas was not in line with stated plans and strategies (e.g. C28, C30, C32, C62) and therefore suggests over-optimistic planning and/or problems with the reliability of data for performance management.

## **STANDARD 4: Quality of services for users and carers**

Services users, their families and other supporters, benefit from convenient and good quality services, which are responsive to individual needs and preferences

### **Summary of admissible evidence (including sources)**

- PAF D37 –performance maintained for 3 years and planned to continue. 100% of single clients entering permanent residential / nursing care are allocated single rooms.
- PAF D39 – Reported=70%. Adjusted for reporting errors = 84%. This was band 2 and below 2004/5 (89%) and plan ( 95%). Planned performance for 2006/7 is just 85%.
- PAF D40 – Reported=43%. of clients had reviews completed in 2005/6 – Performance continues on a downward trend within band 2, well below plan (75%) and is now lowest in IPF. The 2006/7 plan has now been revised down to 65%.
- PAF D54 – 86% of items of equipment delivered within 7 days: Delivery times have moved into band 5, but the 2006/7 plan is for

only a further 2% increase following the 16% increase in 2005/6. The council advises that the target increase was set for 2006/7 to maintain but not increase budget investment in this area over the forthcoming year as other priorities required investment.

- PAF D55 –DIS 2106 suggested that following implementation of a new client DB (July 2005) there should be improvements in assessment timescales but performance (59%) was worse in 2005/6 and was band 1 and 2<sup>nd</sup> lowest in IPF.
- Only 65% of clients experienced a period from referral to first contact within 48 hours (IPF=79%) and even fewer (54%) assessments were completed within 28 days (IPF=76%). With the revised 2005/6 bandings, this now falls into band 1. As a KT, this restricts the judgement to 'Most'. Planned performance for 2006/7 would just fall into an upwardly revised band 2 and is lowest of IPF plans.
- PAF D56: Waiting time for full provision of care packages – with roughly 80% of service users being fully provisioned within 28 days of assessment, performance was just below band 4 threshold and declined to less than IPF (89%). Planned performance for 2006/7 (88%) is below what was planned for 2005/6 (91%), but would give a band 4 performance within upwardly revised bandings.
- D59 – Practice Learning was mid band 3
- DIS 2112- DIS 2116: SAP has been fully implemented, but no SAP summary was yet available within the CSSR by 31/5/06.
- DIS 3407 – DIS 3410: Implementation of ESCR was complete for new cases and on track for existing cases, but no system for metadata was in place by year end and the work is not likely to be complete by October 2006.

## **Evaluation**

Good quality information about service standards was accessible to some service users and carers (81% of OP reported that they were happy with the information that the council provided), and all reviews are FACS compliant (DIS 2105) but in spite of planned improvements, both D39 and D40 performances declined to be the lowest in IPF group in 2005/6. Both PI's were in band 2 (this is the lowest band for D40), and 2006/7 targets are set below the 2005/6 plan for both PI's.

More 65+ assessments need to be completed within 28 days

The number of 65+ Service Users who received a full complement of services within one month of assessment was high, but has declined.

Overall waiting times from initial contact to service delivery have increased against expectation that the new Framework-I database would improve efficiencies, and in spite of a revised skill-mix and systems to reduce waiting times for assessment.

It is expected that the October 2006 targets for ESCR will not be met, and this, as well as the severe problems with performance reporting encountered following the implementation of Framework-I strongly suggest that the Council had inadequate arrangements to assure data quality following the data migration.

### **STANDARD 5: Fair access**

Adult Social Care services act fairly and consistently in allocating services and applying charges

#### **Summary of admissible evidence (including sources)**

- PAF E47: With a ratio of BME people (65+) who received an assessment at 1.3, performance was in Band 3 (top band), and was in line with IPF. 2005/6 and 2006/7 plans set at parity (1.0). Note that as the PI is set using Census 2001 data, EM groups are probably not as over-represented as the PI suggests – this indicator is therefore of limited use.
- PAF E48: With a ratio of BME people (65+) who received services following assessment at 1.00, performance was in Band 3 (top band).
- Action was taken to increase the take up of services from some under-represented groups; the proportion of assessments for BME (65+) clients increased (PAF E47), and the ratio of BME people that went on to receive a service was equivalent to the proportion of assessments for BME people (PAF E48). There were still however a high percentage of staff in post whose ethnicity was 'not stated'.

#### **DIS 2163, 2204-5, 2229, 2313, 2413, 2503, 2606, 2727, 3411-2**

- Advocacy services are in place for all user groups, but the amount spent on advocacy for LD people was among the lowest in the IPF group. Advocacy services were deemed to be 'mostly' available when required, whilst interpreting services were judged to be 'always' available when needed.

### **Evaluation**

Social services monitor most of the social care needs of the local population and fair access can be demonstrated in most areas.

The range of services available that reflects most of the needs of the community, promotes equality and demonstrates that diversity and social inclusion are valued.

## **STANDARD 6: Capacity for improvement**

The council has corporate arrangements and capacity to achieve consistent, sustainable and effective improvement in Adult Social Services

### **Summary of admissible evidence (including sources)**

- DIS director's summary: With a new CE in post, Haringey are developing a new Community Strategy and are refining the priorities of a new administration. They plan a service reorganisation to meet the requirements and opportunities presented by the recent government white paper, and to enable the Council and its partners to look at more flexible commissioning frameworks.
- DIS 3401: Haringey's Strategic Partnership was rated Amber Green in 2005 by GOL, and the HSP performance management ensures that focus is sustained on shared priorities. The Council will be carrying out investigations around any poor performance in relation to their PAF indicators, and are reviewing the set up of the complaints team and realigning this service with the performance team. They will also be considering the benefits of a new model for setting targets in the future.
- The performance and ecare teams are planning to carry out a variety of training programmes which will be focused on poor performing PIs. The complexity of a number of stand alone balance score cards is also seen as a barrier to cascading a clear understanding of objectives and priorities through down to operational level within our organisation and externally through our partnership working. It is recognised that 'this requires constant review and monitoring to make it more manageable and to keep focused providing the right information at the right level'.
- DIS 3103-8, 3110 and 3111-4: Staff turnover was reduced and no recruitment and retention difficulties were stated for any staff groups, although a high level of vacancies was maintained and agency costs need to be reduced. There was a good level of expenditure on training (although this should be increased in the independent sector), all relevant staff were trained to assess and identify risks to vulnerable adults. The percentage of days lost to sickness increased and is above IPF and slightly above the national average.
- DIS 3403-5: Haringey was 'strongly confident' that 2005/6 PAF indicators in the DIS were an accurate reflection of actual performance, and the self-assessment and audit tool was not used to check the validity of the data, but continually monitored and investigated their data throughout the year. Using and learning how to use the self-assessment tool at this time was therefore deemed to have added too much complexity (although they aim to work with this tool next year).
- Miscalculations were identified for D39, D40, and all four HTLAH indicators. The council initially advised that D55 and D56 were under-reported due to reporting errors, these were later verified as correctly reported.

- Local procurement (within borough) was below IPF average, and performance against NMS was below the national average, but Haringey is working with neighbouring authorities to shape the wider market, and has provided some examples of working with providers to improve the quality of care.
- Local services were performing below NMS for Medication and Staff Training in some areas, but the council is using its training budget to improve performance in these areas.
- The council continues to work in partnership with Supporting People to provide housing support through tenancy sustainment services. (DIS 2501)

## **Evaluation**

It was hoped that Framework I will provide the tools to deliver a much more accurate flow of information; some of the problems in reporting accurately from the system, suggests that full implementation and bringing staff up to full use of the system was (and is) a considerable challenge.

The Council's leaders have clarity for the strategic direction for social services, and resource allocation responds to identified priorities where possible, but it is uncertain whether previous strategic improvements can be sustained, and whether patterns of service delivery follow the expectations of strategic planning.

The council is aware of the community's diverse needs and preferences and has developed Council-wide and inter-agency arrangements.

Some complex services are delivered in partnership, but there are significant areas of concern in social care performance.

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<u>CSCI Findings</u>	<u>Action</u>	<u>Person Responsible</u>	<u>By When</u>
<b>Outcome 1 Improving Health and emotional well being</b>			
<p><i>Older People</i></p> <ul style="list-style-type: none"> <li>The number of people who received intermediate care in a residential setting was low, being below the figure for 2004/05, and did not achieve the 2005/06 plan. The number of people in non-residential intermediate care, was also below the figure for the previous year.</li> </ul>	<p>Non-residential intermediate care – Continuing to develop the admission prevention and the enabling team.</p>	<p>Mary Hennigan / Alex Mcteara (PCT)</p>	<p>Ongoing</p>
<b>Outcome 2 – Improved quality of life</b>			
<p><i>General</i></p> <ul style="list-style-type: none"> <li>Work on improving the number of adults with learning disabilities and mental health problems to live at home should be a priority for 2006/07. Performance in these areas clearly shows a strong downward trend over the last three years.</li> </ul>	<p>Please see actions detailed below</p>		
<p><i>Learning Disabilities</i></p> <ul style="list-style-type: none"> <li>The council has a comparatively high number of adults with learning disabilities supported in residential care, and although there a focus on reducing admissions, the rate of admissions of adults to residential care was still higher than the average for comparator councils.</li> </ul>	<p>The strategy for people with learning disabilities will continue to be delivered. A project team needs to be set up to look at how performance can be improved. Targets and performance are being</p>	<p>Gary Jefferson</p>	<p>End of March 2007</p>

	monitored on a monthly basis at performance call over meetings.		
<p><i>Mental Health</i></p> <ul style="list-style-type: none"> <li>▪ The number of adults with mental health problems helped to live at home, was significantly below the 2005/06 plan and well below the average for comparator councils</li> </ul>	<p>The strategy for Mental Health will continue to be delivered. As part of this, a project team needs to be set up to look at how Day Services figures can be captured in this indicator. Targets and performance are being monitored on a monthly basis at performance call over meetings.</p>	<p>Siobhan Harper</p>	<p>End of March 2007</p>

<p><i>Learning Disabilities</i></p> <ul style="list-style-type: none"> <li>The council reported no non-care managed services for people with a learning disability.</li> </ul>	<p>We have robust systems in place to support LD service users. Areas that CSCI are keen on such as supporting access to mainstream leisure services are covered comprehensively in our Day Opportunities strategy.</p>	<p>Gary Jefferson</p>	<p>N/A</p>
<p><i>Mental Health</i></p> <ul style="list-style-type: none"> <li>The council were unable to provide information on non-care managed support in the reporting year.</li> </ul>	<p>The development of the Haringey User Network will be a source of information and data. We will continue to fund a number of agencies providing non-care managed support through the Mental Health Grant.</p>	<p>Siobhan Harper</p>	<p>By end of March 2007</p>
<p><i>Older People</i></p> <ul style="list-style-type: none"> <li>50% of service users who responded to a survey were very or extremely satisfied with their home care services, but that level is below the national average.</li> </ul>	<p>An independent Homecare Conference will discuss how to improve services 20<sup>th</sup> November. The outcomes from this will inform our response.</p>	<p>Eva Darlow / Angie Langley</p>	<p>By end of March 2007</p>

<b>Outcome 4 – Increased choice and control</b>			
<i>Older People</i>			
<ul style="list-style-type: none"> <li>Older people wait too long for an assessment of their needs. The council's performance on this indicator has not met the key threshold.</li> </ul>	Service review required to evidence why we cannot meet this target.	Tom Brown / Eva Darlow	By end of March 2007
<ul style="list-style-type: none"> <li>The rate of admissions to residential and nursing home care is still high.</li> </ul>	Continue to develop community provision and intermediate care services to ensure we remain in the top PAF banding.	Tom Brown	By end of March 2007
<i>General</i>			
<ul style="list-style-type: none"> <li>The council suggests that following implementation of a new client database, there should be improvements in assessment timescales but performance was well below comparator authorities. Performance on acceptable waiting times for assessments is a key threshold indicator.</li> </ul>	To improve from our current levels (D%% - PAF Band 1, D56 – PAF Band 4) the monthly performance call over meetings are drawing up action plans to deliver sustained improvements.	All Service Managers	By end of March 2007
<i>Carers</i>			
<ul style="list-style-type: none"> <li>The level of services for carers is well below the comparator average - The outturn figure for carers services was only 20% of the plan for 2005/06</li> </ul>	Currently we are unable to use Framework I to collect the relevant information to accurately report on performance in this area. We are currently working on a project to pick up	John Haffenden / Patrick O'neill / Jan Bryant	By end of March 2007

	<p>information from the panels approving these services to compare the manual system to our database.</p> <p>DMT have considered a report on the problems in this area and have agreed a way forward to resolve this problem. Collecting the data manually shows improved performance.</p> <p>Carers Centre to be launched which will enable a central hub for information about services for Carers.</p>		
<p><i>General</i></p> <ul style="list-style-type: none"> <li>Although reviews conducted are compliant with Fair Access to Care guidance, performance in this area declined notably, and is well below comparator average</li> </ul>	<p>Performance to be addressed and improvement plans developed for all services as a result of monthly performance call over meetings.</p>	<p>All service managers</p>	<p>By end of March 2007</p>
<p><i>General</i></p> <ul style="list-style-type: none"> <li>The number of service users in receipt of direct payments</li> </ul>	<p>We are developing a</p>	<p>John</p>	<p>Improvements</p>

<p>showed a small improvement from the 2004/5 position.</p>	<p>number on initiatives to develop the numbers on Direct payments:</p> <ul style="list-style-type: none"> <li>▪ Trying to identify funding sources to fund a Support Service.</li> <li>▪ Focus on 'Review process' to identify if DPs may be appropriate.</li> <li>▪ Refresher training for Social Workers.</li> <li>▪ Individual initiatives in OP, LD and MH to improve performance.</li> </ul>	<p>Haffenden / Pete Lewington / Patrick O'neill</p> <p>Individual service managers</p>	<p>in Older People expected by March 2007. Other service areas by August 2007.</p>
<p><i>General</i></p> <ul style="list-style-type: none"> <li>▪ Statements of need were provided to only 70% of service users; performance has been falling over the past two years and is well below the average for London councils.</li> </ul>	<p>Performance has improved since April to 80% (Sep) however, this needs further improvement as we are still in PAF Band 1 (the lowest). This is an area that monthly performance call over meetings are looking at in detail. There is a particular emphasis on Mental Health as performance is low.</p>	<p>John Haffenden / Mary Hennigan / Jackie Shaw</p>	<p>By end of March 2007.</p>
<p><b>Outcome 5 – Freedom from discrimination</b></p>			

<p><i>Carers</i></p> <ul style="list-style-type: none"> <li>Asian carers, are under-represented among carers.</li> </ul>	<p>The Carer's Development Manager is making explicit links with appropriate groups such as Asian day Centre and Goan Community Centre.</p> <p>We are funding the Asian Carers Support Group through the Carer's Grant and they are being supported to carry out Carer's assessments.</p>	<p>Jan Bryant</p>	<p>August 2007</p>
<p><b>Outcome 7 – Maintaining personal dignity and respect</b></p>			
<p><i>Older People</i></p> <ul style="list-style-type: none"> <li>Delayed transfers of care have remained consistently high.</li> </ul>	<p>We have improved substantially since May. To sustain and increase performance we will use the pooled budget to invest in services that prevent admission and facilitate discharge.</p> <p>We will ensure we have enough intermediate care</p>	<p>Tom Brown</p>	<p>By end of March 2007</p>

	placements and continue to work in partnership with our PCT colleagues.		
<b>Leadership</b>			
The capacity of partners to implement the Carer's Strategy has been tested by uncertainties over funding in the voluntary sector, pressures on non-NHS expenditure within the Primary Care Trust and changes in the Carer's Partnership Board.	<p>The council has agreed working groups to deliver improvements. A report delivered to the Council executive made the following recommendations which are now being implemented.</p> <ol style="list-style-type: none"> <li>1. Reprofile the Carers Development Manager post</li> <li>2. Rewarding and recognising carers)</li> </ol>	Jan Bryant / Patrick O'neill	By end of March 2007
<b>Commissioning and use of resources</b>			

<ul style="list-style-type: none"> <li>Although budgets and expenditure in 2005/06 were brought more into line with comparator authorities than in previous years, analysis of activity in 2005/06 shows performance was below that of 2004/05. This raises the question about relative value for money that Haringey achieves in relation to its comparator councils, and attention needs to be given to the control of unit costs.</li> </ul>	<p>A comprehensive needs analysis is being developed to inform a commissioning framework. It is expected that this will help reduce costs.</p> <p>Action plans have been developed in certain areas i.e. Intensive Home Care and Cost of Intensive Social Care. These are designed to realise efficiencies.</p>	<p>Catherine Galvin</p>	<p>By end of March 2007</p>
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<p><i>Older People</i></p> <ul style="list-style-type: none"> <li>The unit cost of home care has increased by 25% over the figure for the preceding year and is well above the average for comparator councils; the unit cost of intensive social care is in line with comparator average.</li> </ul>	<p>Following a business process review and an efficiency review of homecare an Action plan has been developed to respond to the recommendations of these two reviews. This has already seen a downturn in unit costs for internal homecare.</p>	<p>Eva Darlow / Angie Langley</p>	<p>By end of March 2007</p>
<p><i>Physical Disabilities</i></p> <ul style="list-style-type: none"> <li>The pattern for physical disability budget allocation has fallen further below the IPF group from the previous 3 year average, being 11% below in 2005/06</li> </ul>	<p>Budget allocation has meant PD service has had to look at creative ways of managing demand. There is recognition that this service needs to evidence a bid for a greater share of the total budget if we are to maximise independence and choice in the Borough.</p>	<p>Catherine Galvin / Patrick O'neill</p>	<p>By end of March 2007</p>
<p><i>Physical Disabilities / Substance Misuse</i></p> <ul style="list-style-type: none"> <li>The infrastructure to support substance misuse services needs further development. Funding issues need to be clarified and</li> </ul>	<p>Funding issues are being addressed with a more co-</p>	<p>Patrick O'neill</p>	<p>By end of March 2007</p>

<p>service consolidation has been identified by the council, to ensure that effectiveness of service delivery is upheld. New premises to provide co-location of staff, need to be identified for DASH, in order to benefit service users.</p>	<p>ordinated approach from the commissioning services involved. CSRI are the new contractors providing a seamless service for Substance Misuse.</p> <p>To deliver better services for ex-offenders in danger of substance misuse we have recently joined the Pan-London Resettlement Group.</p> <p>Project group to be established to identify new premises for DASH.</p>		
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<p><i>Physical Disabilities / HIV</i></p> <ul style="list-style-type: none"> <li>Reduction in the AIDS grant places pressure on service provision. A partnership approach is needed to ensure efficiency improvements can be achieved, and that communication and service delivery is improved.</li> </ul>	<p>Increase the scope and range of the Sexual health and HIV Partnership Board and increase integration in areas such as substance misuse and sex workers. Working with Health and the Voluntary sector will ensure a more co-ordinated and efficient response.</p>	<p>Patrick O’neill / Paul Hatchman</p>	<p>By end of March 2007</p>
<p><i>Carers</i></p> <ul style="list-style-type: none"> <li>The average spend on mental health carers increased by 34% per carer, but there was a 30% decrease in the number of mental health carers during the same period.</li> <li>A 49% increase in older people’s carers was not matched by an increase in spend in this area.</li> </ul>	<p>We are predicting the same number of MH Carers and a very similar level of funding for 2006/07 – analysis needs to be given as to whether the allocation of Carers Grant needs to be reconfigured.</p> <p>We are predicting an increase of 37% OP carer’s for 2006/07 whilst the spend is due to increase by 13%. Analysis needs to be given as to whether the allocation of Carers Grant needs to be</p>	<p>Jan Bryant / Janice Woodruff</p> <p>Patrick O’neill / Jan Bryant</p>	<p>By end of March 2007</p> <p>By end of March 2007</p>

	reconfigured in light of these changing demographics.		
<p><i>General Performance Management</i></p> <ul style="list-style-type: none"> <li>▪ The introduction of Framework-I has lead to problems with data capture.</li> <li>▪ The council has recognised that the number and complexity of indicators on the stand alone balance score cards requires a high level of review and monitoring to make it effective for cascading a clear understanding of objectives and priorities down to operational level, and externally to partner organisations.</li> <li>▪ It is expected that the October 2006 targets for Electronic Social Care Record will not be met, and this, as well as problems with performance reporting encountered following the implementation of Framework-I suggest that the council had inadequate arrangements to ensure data quality through this process.</li> </ul>	<p>The development of a Business Support Programme and the setting up of a Business Support Team are expected to realise improvements in performance.</p> <p>Through discussions in the monthly performance call over meetings we will looking at how to streamline the balanced scorecard.</p>	<p>Sarah barter</p> <p>Carol O'brien</p>	<p>By end of March 2007</p> <p>By end of March 2007</p>
<p><i>Human Resources</i></p> <ul style="list-style-type: none"> <li>▪ Although local services were performing below national minimum standards for medication and staff training in some areas, the council is investing training funding to improve performance in these areas.</li> </ul>			

<ul style="list-style-type: none"><li>▪ The percentage of days lost through sickness absence increased to above the national average.</li></ul>	Sickness figures are reported to Service Managers on a monthly basis. This information will inform appropriate action.	John Haffenden	By end of March 2007
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**Executive****On 19<sup>th</sup> December 2006**

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

Report of: **Jim Crook, Interim Director of Social Services and Housing**

Wards(s) affected: **All**

Report for: **Information**

### **1. Purpose**

- 1.1 The report provides an update of the progress made in relation to key targets and objectives and summaries main issues discussed at the Quarterly Performance Monitoring Meeting of 10 November 2006
- 1.2 A full copy of the report is available in the Member's Room at the Civic Centre

### **2. Introduction by Executive Member (if necessary)**

- 2.1 This is a report from H4H in accordance with our agreement.
- 2.2 It provides to the council a summary of performance issues and a brief update on certain current matters.
- 2.3 It indicates that after an apparent decline of performance on a number of PIs following the transition, the performance has started picking up.
- 2.4 I would welcome Executive Members' comments and suggestions.

### **3. Recommendations**

- 3.1 The content of the report be noted.

Report Authorised by: **Jim Crook, Interim Director of Social Services and Housing**

Contact Officer: Althea Mitcham, Performance & Quality Assurance  
 Tel: (020) 8489 4797  
 e-mail: althea.mitcham@haringey.gov.uk

### **4. Director of Finance Comments**

- 4.1 The Director of Finance has been consulted and notes the projected overspend on the revenue budget of £139k and the progress being made with the improvement plan. The report at paragraph 12.4.7 identifies some risks in terms of next year's budget. HfH need to report the measures that are being taken to reduce the shortfall and meet the financial implications of the changes in legislation identified.

**5. Head of Legal Services Comments**

5.1 There are no legal implications.

**6. Local Government (Access to Information) Act 1985**

6.1 Homes for Haringey Quarterly Performance Monitoring Meeting Reports

6.2 Housing Revenue Account Statement

6.3 Capital Account Statement

6.4 Homes for Haringey Improvement Plan

6.5 Homes for Haringey Delivery Plan

6.6 Management Agreement

6.7 Service Level Agreements

**7. Strategic Implications**

7.1 A key element of the Housing Strategy is the successful delivery of the decent homes standards, providing decent homes for all tenants and regenerating the borough.

**8. Financial Implications**

8.1 Progress of key targets and objectives identified in the Improvement Plan is essential in order to secure 2 stars status and succeed in obtaining the necessary funding to deliver the decent homes programme.

**9. Legal Implications**

9.1 There are no legal implications.

**10. Equalities Implications**

10.1 Improvements to tenants' homes and environment will enhance living conditions of those who experience disadvantage because of their gender, race and ethnicity, disability, sexual orientation, age and faith.

**11. Consultation**

11.1 Not applicable.

**12. Background**

12.1 Homes for Haringey Arms Length Management Organisation (ALMO), was launched in April 2006. An ALMO is a company set up by the council to manage, maintain and improve its housing stock. Local authorities who have pursued this option can secure additional capital funding if the new arms-length body has received a 'good' rating i.e., 2 stars, from the Audit commission's Housing Inspectorate.

12.2 The council retains the status of landlord and Council tenants remain secure tenants of the authority, therefore, they are required to closely monitor the activities of the ALMO to ensure contract compliance, adherence to regulations and guidance of good practice, and the delivery of services that when inspected will secure at least 2 stars rating.

12.3 Homes for Haringey's performance is formally monitored by way of monthly and quarterly meetings.

## 12.4 Performance Report for the 2<sup>nd</sup> Quarter

### 12.4.1 Round 6 – Decent Homes Bid.

The final round of bidding for resources through the ALMO process to achieve Decent Homes came to a close at the end of July 2006. A total of 16 council's applied for ALMO funding and it was made clear during the discussions which took place before the bids were submitted that funding was going to be very tight before the Comprehensive Spending Review was completed and that bidders should therefore consider whether to extend the decent home timeframe beyond 2010, and therefore into the next spending review timeframe.

The DCLG has requested Round 4 and 5 ALMOs that they review their spending plans in respect of the overall level of resources. They were also specifically requested to consider whether extending their timetables beyond 2010 would deliver better value for money and help create mixed communities.

The Council and Homes for Haringey are still not in a position to be clear as to whether the bid has been successful, and the level and timing of any potential funding. However, there is a strong possibility that no funding will be available until the 2008/09 financial year and the Decent homes programme will have to be extended past 2010.

### 12.4.2 Delivery Plan Progress Improvements

Considerable improvements have been made since the inspection in Access and Customer Care. Homes for Haringey has its own vision, values and customer care standards, targets are standardised. Early next year appointments for all residents will take place in a customer service centre or at home.

Performance on complaints is improving as is the learning from them and feedback on outcomes to residents.

Improvements have been made with regard to the long delay for vulnerable people waiting for aids and adaptations through a joint Homes for Haringey and Haringey Council project. Additional capital (£980k) to clear the adaptations waiting list backlog in Council properties was approved by the Council Executive in September.

One of the actions to be delivered in the lettings improvement project is the provision of ethnic monitoring data for the allocations service.

Homes for Haringey has developed a Value for Money strategy and will have a procurement strategy in place by December 2006.

Good progress is being made on the procurement of constructor partners programme to deliver decent homes and planned maintenance and for response repairs and voids with an excellent level of resident involvement.

Good progress has been made in resident involvement since the 2001 inspection. The key to success is demonstrating that involvement has produced positive benefits for customers and that it is embedded throughout the organisation.

These are the top priorities for the next six months.

The new Resident Involvement agreement (Compact) and strategy are scheduled to be published in February 2007, following extensive stakeholder involvement in development.

Estate Services have improved since previous Audit Commission inspections but demonstrating consistently high standards on estates will be key during the inspection.

A project to improve work on estate management matters jointly with the Council's Environment Service has been developed and is being implemented.

### Risks

Repairs performance generally in the second quarter of the year has improved although there is a risk of not meeting end of year targets in some areas. Current performance on Income Management is below targets and action is being taken to address this as reported elsewhere.

Allocations and lettings was an area of significant weakness when inspected in February/March 2006. Major improvements will need to have been made to demonstrate that Homes for Haringey tenants are receiving an effective re-housing service from Haringey Council. These are being managed by a joint partnership board.

Progress has been made since March 2006: the Council has agreed a new allocations policy, is on schedule to go live with Home Connections (a North London Choice based lettings scheme) in December 2006, and will have completed a full review of the housing register by early December.

- 12.4.3 Update from the Housing Improvement Partnership Board  
Key issue is progress in the speed of delivery of Aids and Adaptations. An action plan has been prepared and the procedure manual awaiting review to align with the revised structure. Significant progress has been made in reducing the total number of voids and turning them around within target.  
Executive approval was given for the new lettings policy on 12 September 2006.
- 12.4.4 Homes for Haringey Performance Report  
Performance has improved slightly over the quarter but there are many areas performing below target.  
There have been significant improvements for the following performance indicators:
- Stage 1 complaints escalating to stage 2 - year to date is 9.8% against a target of 10%.
- Members enquiries 66% against a target of 70%. Performance in Q2 improved to 75% from 54% on Q1 thanks to a new monitoring system.

BV72 % Specified urgent repairs completed in Government time limits year to date is 96.21% against a target of 97%.

BV 73 Average time taken to complete non-urgent repairs (all), year to date is 12 days against a target of 14 days.

% Homes with a valid gas certificate year to date is 97.17% against a target of 100%.

The following areas have shown little or no improvement:

% of calls to HfH answered within 15 seconds year to date is 66.45% against a target of 70%. The monitoring report is being improved to allow better identification of below target performance so that remedial action can be instigated.

Answering stage 2 complaints year to date is 73% against a target of 80%. The results are based on small numbers, but the process for monitoring them has been improved.

Forecast or proportion of rent collected at year end year to date is 95.44% against a target of 97.5%. Closer management of income collection activities has been introduced coupled with improved management information.

% Tenants owing over 7 weeks gross rent is 15.51% against a target of 10%. Improved management information has enabled improved focus on those cases where arrears are increasing most quickly. Cold calling by telephone will become the main form of initial contact and systems have been introduced to ensure compliance. Cases where arrears are increasing will be targeted.

Average re-let time for local authority dwellings year to date is 55.75 days against a target of 27 days. The voids process has been remapped to take account of the introduction of Home Connections and the key handover points identified.

% Invoices paid within 30 days year to date is 72.62% against a target of 90%.

Members' enquiries 83% against a target of 70%

#### 12.4.5 Finance Reports

##### Housing Revenue Account

The Housing Revenue Account is forecasting overspend of £139,000. A majority of this overspend is caused by unplanned gas service improvements, (installation of new boilers). Improvement measures were considered by Homes for Haringey's Finance & Audit Committee on 29 September 2006 and are being implemented.

##### Capital Account

The level of capital expenditure for the first half year is very low and a majority of the spend is on schemes that were already underway at the beginning of the

financial year. The Homes for Haringey Finance and Audit Committee have agreed to over-programming to maximise the use of available resources in-year. A total allowance of £1,500,000 was agreed.

#### 12.4.6 Value for Money Reviews

The Department for Communities and Local Government require Homes for Haringey to undertake value for money review of its support services in its first year of operation. Homes for Haringey will be undertaking these reviews in three phases. Key activities during the second quarter have centred on the reviews in the first phase. The six reviews included in the first phase are complete and were reported to the Homes for Haringey Board on 7 November 2006 in the areas of:

- Communications
- Anti Social Behaviour Action Team
- Organisational Development & Learning
- Equalities
- Health & Safety

Completion of the reviews will be key to achieving 2 stars rating in order to secure Decent Homes funding. There will be financial implications to the council if Homes from Haringey withdraw from using services and no longer contribute to the overall costs for some shared services.

These reviews are currently on schedule and already showing some significant savings. The Council needs to consider financial implications if Homes from Haringey withdraws from using some services and no longer contributes to the overall costs for some shared services.

#### 12.4.7 HRA Business Plan & Budget 2007/08

Accounts controlled by Homes for Haringey have assumed total savings of £1,908,000 in 2007/08.

The main area of concern were growth bids that have not yet been finalised and relate to the area of Repairs and Maintenance. A number of areas within Design and Engineering have been flagged up as having insufficient budget due to changes in legislation. The estimated shortfall is up to £1,345,000.

#### 12.4.8 Repairs Procurement Progress

The Repairs Service is under total review. Homes for Haringey have appointed a Repairs Contract Manager to lead the creation of a client function within Building Services. The timetable will deliver the contract award before the inspection due May 2007. Achievement of this is considered critical to achieving the 2 stars status.

#### 12.4.9 Decent Homes Procurement Progress

Under the current programme it is intended to submit contract approval reports to the Procurement Committee on 13 February 2007. Expressions of interest for the Decent Homes constructor framework agreement have been received from 23 tenders and have been evaluated. A shortlist of eight constructors has been invited to tender with the scheduled return being 27 November 2006.

Residents have been fully consulted on the procurement process and a Residents' Procurement Panel established.

**13. Conclusion**

- 13.1 Homes for Haringey have seen some improvements in performance and are confident that recent progress and ongoing intervention will deliver the planned outcomes in the Delivery Plan.
- 13.2 The Council will continue to monitor performance closely through the monthly and quarterly performance meetings. The Leader of the Council and the Executive Member for Housing will be sent regular performance reports and areas of concerns fed back through the performance meetings. The quarterly meetings will be the forum to discuss any are of concern.

**14. Use of Appendices / Tables / Photographs**

- 14.1 None.

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Report Title: Resident Involvement Strategy and Resident Involvement Agreement

Report of: **Interim Director of Social Services and Housing**

Wards(s) affected: **All**

Report for: **Key Decision**

**1. Purpose**

- 1.1 To obtain approval of the Resident Involvement Agreement and Resident Involvement Strategy

**2. Introduction by Executive Member**

- 2.1 This is the latest review of the Agreement (it will be reviewed annually to ensure that it is continuously refined in the light of experience on the ground, feedback from service users and changing circumstances).
- 2.2 It has gone through extensive consultation and the process has been driven by service users themselves through the Tenant Compact Review Group and the Tenant Participation Panel.
- 2.3 The final version will be once more filtered through a plain English audit to ensure that it is "crystal marked" for easy-read status.
- 2.4 The agreement will complement the parallel development of the wider participation mechanisms that housing is working and consulting on, following the in principle approval of the EAB (through Neighbourhood Assemblies and the proposed Strategic Housing Board). These would enable council tenants and leaseholders to participate in the wider decisions that affect their lives (especially issues of inter-agency strategy, homelessness and the procurement of new social housing), as well as other non-council tenant users of the housing service to be involved in cross-sector housing strategic issues.

**3. Recommendation**

- 3.1 Agrees the principles set out in the Resident Involvement Agreement and Resident Involvement Strategy (Appendix A)
- 3.2 Agrees that a summary Resident Involvement Agreement (Compact) will be produced

3.3 Agrees to the Resident Involvement Agreement (Compact) being launched in March 2007 subject to agreement by the council.

**Report authorised by :**

**Jim Crook**

Interim Director of Social Services and Housing

Contact Officer: Sarah Davies (Senior Resident Involvement Officer)  
Homes for Haringey  
Tel: 020 8489 4475

**4. Executive Summary**

- 4.1 Since 1999, the government has required all local authorities to have a tenant participation compact in place. This must follow government guidance in the *National Framework for Tenant Participation Compacts*.
- 4.2 The document is not short. However, it aims to be comprehensive. Other compacts that have been cited as best practice have been of a similar length. It is intended that it will be produced in a ring-binder folder with index tabs, so that revisions can be issued and versions updated.
- 4.3 The full version of the final document will be sent to all involved residents, such as those on panels and groups, residents' associations, advocates, and estate inspectors. It will also be sent to Board members, councillors, and managers in Homes for Haringey and key partners in Haringey Council. Residents will also be encouraged to access the document through the Homes for Haringey website.
- 4.4 A summary leaflet will be produced for all residents, to be distributed with Homes Zone. There is a promotion strategy for both the Resident Involvement Agreement (Compact) and the Strategy.
- 4.5 All documents will be Crystal Marked by the Plain English Campaign and will be given an easy read status.

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

- 5.1 This will be the third agreement (or compact) for Haringey, and the first that includes Homes for Haringey, Haringey Council and residents in a three-way partnership.
- 5.2 The previous compacts have had limited success. They were not widely inclusive in their drafting, which resulted in low levels of understanding of their principles and contents, and thus limited 'buy-in' from the partners.
- 5.3 Both the Housing Quality Network mock inspection and the Audit Commission's indicative inspection have highlighted this problem, and a decision was taken to

<p>re-write both the compact and strategy from scratch.</p> <p>5.4 The existing strategy also suffered from being insufficiently known and supported, and was criticised in the Audit Commission.</p> <p>5.5 The new draft strategy aims to consolidate the approaches and priority areas identified over the past two years as a result of listening to residents and taking into account inspection results, Key Lines of Enquiry, staff ideas and best practice.</p> <p>5.6 The strategy's activity plan is based on the resident Involvement activities report presented to the Board on 13 June 2006 and subsequently discussed in detail at the Tenant Participation Panel.</p>
<p><b>6. Local Government (Access to Information) Act 1985</b></p> <p>6.1 HQN Mock Inspection Report</p> <p>6.2 Tenant Agreement 2004</p> <p>6.3 Audit Commission Indicative Inspection Report</p> <p>6.4 Strategy – Board paper on resident involvement 13 June 2006</p> <p>6.5 National Framework for Tenant Participation Compacts</p> <p>6.6 TPAS Resident Involvement Agreement review report</p>
<p><b>7. Director of Finance Comments</b></p> <p>7.1 The Director of Finance has been consulted. The costs of producing the Agreement and the Strategy will be £25k and will be funded from budgets identified within the Homes for Haringey budget.</p>
<p><b>8. Head of Legal Service Comments</b></p> <p>8.1 The Head of Legal Services has been consulted in the preparation of this report, and makes the following comments.</p> <p>8.2 The need for there to be effective tenant and leaseholder involvement in the way in which Homes for Haringey carries out its management duties on behalf of the Council is written into the management agreement dated 31<sup>st</sup> March 2006 (see clause 4). Furthermore, Homes for Haringey is obligated to honour the Council's Tenant Compact, and to periodically (annually) review and consult on it.</p> <p>8.3 The Head of Legal Services advises that the draft Resident Involvement Agreement attached to this report meets the obligations on Homes for Haringey under the agreement.</p>
<p><b>9. Background – How the new Agreement has been produced</b></p> <p>9.1 In September 2005 a residents' compact group was formed to review the 2004</p>

Tenant Participation Agreement. The group carried out a benchmarking exercises looking at other agreements from a number of London ALMOs including, Westminster, Hounslow, Brent, Hammersmith and Fulham and also reviewed examples of best practice from other organisations including Sheffield Homes and Kirklees Federation of Tenants and Residents Associations.

- 9.2 The compact group and various residents' panels (depending on their area of expertise) have been consulted throughout the process and have been given an opportunity to comment of draft chapters, including overall aims and objectives and monitoring arrangements at different stages in the development process.

## **10. Consultation carried out**

- 10.1 The draft Resident Involvement Agreement and Resident Involvement Strategy was circulated to all involved residents, Homes for Haringey Board members, officers and Councillors for comment.
- 10.2 The following resident groups have been consulted:
- All Homes for Haringey Resident panels (Leaseholders Panel, Tenancy and Estate Management Panel, Repairs Panel, Finance Panel, Communications Panel, Asset Management Panel and Procurement Panel)
  - Members of the Residents' Consultative Forum
  - Turkish Speaking and Kurdish Speaking Forum and the Somali Speaking Forum
  - Stonebridge Youth Group and the New Deal for Communities (NDC) Youth Forum.
- Consultation documents were also sent to 250 non involved residents (residents identified from the recent individual needs survey)
- Community groups (voluntary organisations) on the Resident Involvement Teams community contacts database
- 10.3 Consultation documents have been posted on the Homes for Haringey website.
- 10.4 Overall feedback has been positive and the draft document was well received by all groups. Two special open meetings were arranged for panel members, resident association members and advocates and a workshop was held at the last Residents Consultative Forum (4<sup>th</sup> October 2006).
- 10.5 Minor improvements have been made to the text where residents have asked for more clarification. Some residents have asked for more detailed information on the election of Homes for Haringey Board Members, however, residents are aware that the agreement sets out the basic principles and understand that the details of the election process are yet to be agreed.

## **11. Tenant Participation Advisory Service (TPAS) review**

- 11.1 TPAS was asked to carry out an assessment of the draft documents. Their report is very positive, they describe the Resident Involvement Agreement review

process as robust and that the wishes of residents had clearly been taken into account.

11.2 TPAS concluded that the new resident involvement agreement is described as a comprehensive document which demonstrates a clear commitment to resident involvement.

11.3 TPAS recommendations have been discussed by the residents' compact group. Many of their recommendations will be incorporated into the finished document.

## **12. Equality Implications**

12.1 People from minority communities and disadvantaged groups are proportionally over-represented in the social housing sector – therefore proposals to promote the ways in which all residents can get involved and the standards they can expect should encourage further participation. The Agreement is likely to enhance their opportunities to influence the services they receive and to address their identified priorities more effectively.

12.2 Consultation has been carried out with the Somali speaking forum and the Turkish Speaking and Kurdish speaking forum. All community groups have been sent both documents for consultation, including the Haringey Women's Forum, the Wheelchair User Group and Wise Thoughts a group for lesbian and gay transgendered people (see appendix c for a full list of community groups).

12.3 Young people have been consulted through the Stonebridge Youth Group and the New Deal for Communities (NDC) Youth Forum.

12.4 Sheltered housing residents have been consulted through the Elderly and Special Needs Forum

12.5 An equalities impact assessment has been carried out and does not negatively impact on any of the six core equality strands.

### **Appendix 1**

Resident Involvement Agreement (Compact) & Resident Involvement Strategy

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# Your voice counts

## Homes for Haringey's Resident Involvement Agreement

### Your voice counts

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# Foreword

## **Welcome to *Your voice counts***

We are delighted to launch Homes for Haringey's Resident Involvement Agreement. This important document sets out how Homes for Haringey and Haringey Council will work with you, Haringey's tenants and leaseholders, to provide quality housing services and decent homes.

We have called this agreement *Your voice counts* because what you have to say really does matter. As the people who use our services you have a unique contribution to make in improving them. We want to know what you think and to give you the chance to get involved in decisions about where you live and the services you get. When you give us your views we will consider them.

We realise that people have many calls on their time so we have made sure that there are a variety of ways for you to get involved. In this agreement you will find details of how you can give us your views and how we can support you. We hope you will find something to suit you.

Homes for Haringey is determined to keep on improving, and our agreement with you will help us do this. In the agreement we tell you what you can expect from us and about the tough targets we have set ourselves. We also tell you how we will monitor our performance.

We would like all residents to sign up and support the agreement. You can sign up at [www.homesforharingey.org](http://www.homesforharingey.org) or by contacting the Resident Involvement Team on 020 8489 4463.

Producing the Resident Involvement Agreement has taken a huge amount of effort and we would like to thank everyone involved in the project. Our heartfelt thanks go to the many residents – especially those on the residents' group – who gave their time, enthusiasm and ideas to develop this agreement: we could not have done it without you.

Michael Jones  
Chair, Homes for Haringey

Stephen Clarke  
Chief Executive, Homes for Haringey

Cllr Isidoros Diakides  
Executive Member for Housing, Haringey Council

## Introducing our agreement

In this section you will find information about:

- what the Resident Involvement Agreement is
- the aims of Homes for Haringey's Resident Involvement Agreement
- our principles for working in partnership with residents
- how we developed our Resident Involvement Agreement.

You may not know some of the words and expressions used in this agreement. Where you see this symbol **?** next to a word or expression you can find out what it means in our **Jargon Buster** (see **Chapter 9**).

**Note Throughout the agreement we use 'resident' and 'you' to mean:**

- all Haringey Council tenants
- all Haringey Council leaseholders
- freeholders who pay service charges to Haringey Council.

### What the Resident Involvement Agreement is

The Resident Involvement Agreement (sometimes called a 'Compact') sets out how Homes for Haringey, Haringey Council, residents, representatives of residents living in Haringey Council housing and all recognised residents' associations **?** will work together. All of these groups are partners. Homes for Haringey manages the agreement on behalf of the partners.

The Resident Involvement Agreement tells you how:

- Homes for Haringey will consult and involve residents in decisions about housing issues that affect them, including anti-social behaviour and the repairs service
- residents, Homes for Haringey and Haringey Council will work in partnership to improve housing policies and council housing management
- Homes for Haringey will put the Resident Involvement Agreement into practice and, with residents, monitor the agreement to check it is working.

The Resident Involvement Agreement ensures that all residents:

- get clear and honest information from Homes for Haringey
- know how to get involved in decisions about housing issues and understand the benefits and responsibilities of doing this
- have a say in important decisions about housing issues
- can get support, financial help and training from Homes for Haringey or Haringey Council to make their voice heard.

Our agreement has four parts:

- how you can make your voice count by getting involved
- the standards you can expect for information that we provide, the standards for meetings and for residents' groups
- how we will monitor and review the Resident Involvement Agreement
- other useful information that supports the Resident Involvement Agreement.

We provide more detailed information on our plans for involving residents in the coming years in **Appendix 1 Homes for Haringey's Resident Involvement Strategy**.

## **Who this document is for**

Homes for Haringey staff, Haringey Council and residents will use this document to help ensure that residents are fully involved in the management of their homes and the services they receive.

All partners in the Resident Involvement Agreement will get this version of the agreement; all residents will get a summary of the agreement. Both versions are also on the Homes for Haringey website at [www.homesforharingey.org](http://www.homesforharingey.org).

## **The aims of Homes for Haringey's Resident Involvement Agreement**

These are to:

- promote effective partnership working: residents often know what the solutions to problems are; Homes for Haringey staff should advise

residents of opportunities and restrictions; the Homes for Haringey Board and the Council should listen to residents' views before making decisions

- set out how we will inform, consult and involve residents and to set standards for doing this
- ensure that effective resident consultation and involvement takes place, and that both housing services and residents' quality of life improve as a result
- allow effective monitoring of involvement and consultation so that resident involvement continues to improve
- encourage culture change in Homes for Haringey so that we ask for and take on board residents' views
- demonstrate to all partners that Homes for Haringey is committed to working with residents so that the services they receive are of the highest standard and continue to improve
- show the government that we take its guidelines on resident involvement seriously
- list other documents relating to resident involvement in one place.

## **Our principles for working in partnership with residents**

When it comes to working with residents we follow these principles:

- both Haringey Council and Homes for Haringey are committed to involving residents in managing their homes
- both the council and Homes for Haringey have clear responsibilities for resident involvement
- we monitor, evaluate and review resident involvement so that it is effective and meets the needs of residents
- we regularly train and inform all Homes for Haringey staff, key Haringey Council staff and council Members on the rights, expectations and benefits of resident involvement
- Haringey Council and Homes for Haringey will consult residents on housing services in ways that meet their needs and fit local circumstances
- Haringey Council and Homes for Haringey will develop and use new ways of working with residents to ensure that everyone in the

community can have their say and that our equality policies for housing services work properly.

### **Changes to this agreement**

The Resident Involvement Agreement is a working document. We will review it annually and make any necessary changes. The Tenant Participation Panel will be responsible for making any changes and the Lead Member for Housing and the Chair of the Homes for Haringey Service Delivery Committee will be responsible for approving these changes.

### **How we developed our Resident Involvement Agreement**

In September 2005 a group of residents began meeting to draw up a new Resident Involvement Agreement that reflected Homes for Haringey's stronger focus on resident involvement and that, in the words of one resident, "had teeth".

Once we had completed a draft of the new agreement we sent it to all other residents' groups and panels, residents' associations, advocates ?, residents who took part in the borough-wide Residents' Consultative Forum, forums for speakers of other languages, Haringey Council Members for Housing, and Homes for Haringey staff and Board members.

The residents' group took account of these views and then produced the final version of the Resident Involvement Agreement which the Homes for Haringey Board and Haringey Council Executive agreed.

### **What resident involvement has achieved so far**

We already have a track record of listening to residents and involving them in important decisions. Recently residents have helped us improve our services through their involvement in:

- reviewing and developing this agreement
- appointing building firms to work on the Decent Homes programme
- developing a new lettings standard
- developing a new allocations policy

- producing a resident training strategy and resident training programme
- developing a customer agreement for major works
- value for money reviews
- the repairs handbook review
- the Decent Homes consultation programme
- developing an agreement for young people
- developing a youth sounding board.

# **PART 1 Get involved – how to make your voice count**

In this section you will find information about:

- what we will ask for your views on
- ways to get involved
- how we can help you get involved.

## **Chapter 1 What we will ask for your views on**

By law, we have to consult secure council tenants about certain issues such as changes to tenancy agreements and rent increases. We also have to consult council leaseholders about some matters. You can get more information about your right to be consulted from the Department of Local Government and Communities at [www.communities.gov.uk](http://www.communities.gov.uk) or Homes for Haringey's Tenants' Charter ? and Leaseholders' Charter ? at [www.homesforharingey.org](http://www.homesforharingey.org).

Because residents' views are vital to improving services, we will also ask for your views on many other issues. These include: the repairs service; how we communicate with you; and improvements to your home and neighbourhood.

### **Consulting you on standards for housing services**

For you to judge how good our services are you need to know exactly what services we provide and the standards we set for these services. You can find this information in the Tenants' and Leaseholders' Charters and in our Customer Service Standards. These are all available on our website at [www.homesforharingey.org](http://www.homesforharingey.org).

If we plan to change these standards we will consult you. In addition, both the Homes for Haringey Board and Haringey Council must agree any changes.

We have set out below exactly what we will consult you on and how:

Area	Why	How we will involve residents	How often
<b>Tenant Involvement</b>	Homes for Haringey wants to offer all residents the opportunity to have their voice heard.	<p>We will <b>consult</b> and <b>inform</b> the Tenant Participation Panel about any changes to tenant participation and will monitor performance against targets.</p> <p>The Tenant Participation Panel will also <b>monitor</b> the effectiveness of the Resident Involvement Agreement and Resident Involvement Strategy <b>?</b>. The panel will draft a report and present it to the Homes for Haringey Board.</p>	<p>Monthly/when required</p> <p>Annually</p>

Area	Why	How we will involve residents	How often
<p><b>Housing policy and strategy</b></p> <ul style="list-style-type: none"> <li>• Tenant Participation</li> <li>• Allocations</li> <li>• Choice based lettings</li> <li>• Customer care</li> <li>• service standards</li> <li>• Tenancy management</li> <li>• Rents</li> <li>• Debt recovery</li> <li>• Repairs</li> <li>• Empty properties</li> <li>• Improvements</li> <li>• Estate management</li> <li>• Leaseholder Services</li> <li>• Anti-social behaviour</li> <li>• Equalities</li> </ul>	<p>Policies need to be updated and reviewed on a regular basis to make sure that the services you receive are:</p> <ul style="list-style-type: none"> <li>• value for money</li> <li>• delivered to an agreed standard</li> <li>• fair</li> <li>• transparent.</li> </ul>	<p>When Homes for Haringey or Haringey Council needs to make a policy change it will <b>consult</b> residents and other stakeholders using some or all of these:</p> <ul style="list-style-type: none"> <li>• Residents' Consultative Forum</li> <li>• Language forums</li> <li>• Disabled People's Group</li> <li>• Neighbourhood Assemblies</li> <li>• Residents' associations and groups</li> <li>• Residents' panels</li> <li>• Focus groups</li> <li>• Surveys</li> <li>• Annual Tenants' and Leaseholders' Conference</li> <li>• Public events and meetings.</li> </ul> <p>We will <b>inform</b> all residents about the new policy through:</p> <ul style="list-style-type: none"> <li>• newsletters</li> <li>• leaflets</li> <li>• website</li> <li>• letters.</li> </ul> <p>We will <b>consult</b> the Communications panel about the content and design of electronic and paper information given to tenants about the services and performance Homes for Haringey provides</p>	<p>Wherever a change is proposed</p>

Area	Why	How we will involve residents	How often
<b>Decent Homes Standard</b>	Over the next few years Homes for Haringey plans to invest considerable amounts of money to improve homes and neighbourhoods and wants to fully involve residents in the process.	<p>We will fully <b>involve</b> residents in drawing up any contracts for major works for the Decent Homes programme and the contractor selection process. We will also monitor how the programme is progressing using the:</p> <ul style="list-style-type: none"> <li>• Asset Management Group</li> <li>• Procurement Panel</li> </ul> <p>We will give regular <b>updates</b> on the progress of the Decent Homes programme to:</p> <ul style="list-style-type: none"> <li>• Residents' panels</li> <li>• Residents' Consultative Forum</li> <li>• Neighbourhood Assemblies</li> <li>• Local project meetings.</li> </ul>	<p>Intensive ongoing monitoring of the whole programme</p> <p>Quarterly</p>

Area	Why	How we will involve residents	How often
<p><b>Improving your homes</b></p>	<p>When we plan major building work to homes or estates we want to ensure that residents are fully aware and informed about what is going to happen.</p>	<p>At a local level we will invite all residents affected by the building works to attend regular meetings, workshops and informal events so we can <b>inform</b> and <b>consult</b> them about the proposed works and <b>update</b> them on the progress and any changes to the works.</p> <p>These meetings and events will take place before work starts, during and after we have done the work. We will invite all residents to complete a satisfaction survey when the work is finished and we will feed back the results to the:</p> <ul style="list-style-type: none"> <li>• Asset Management Group</li> <li>• Procurement Panel.</li> </ul> <p>We will give all residents affected by major works a copy of the Customer Agreement for <b>Major Works</b> detailing the standards of service they can expect.</p> <p>At a borough-wide level we</p> <p>will <b>inform</b> these panels and forums about how the major improvement programme is progressing against targets:</p> <ul style="list-style-type: none"> <li>• Asset Management Panel</li> <li>• Procurement Sub-group</li> <li>• Neighbourhood Assemblies</li> <li>• Residents' Consultative Forum</li> </ul> <p>Homes for Haringey will publish <b>information</b></p>	<p>Ongoing rolling programme when work is planned or in progress</p> <p>At the start of any project which includes their home</p>

Area	Why	How we will involve residents	How often
<b>Repairs service</b>	We want to continually improve the repairs service you receive	<p>We will <b>consult</b> the Repairs Panel, <b>inform</b> it about any proposed changes to the service and <b>monitor</b> services and performance against targets.</p> <p>We will encourage individual residents to report back on the service through:</p> <ul style="list-style-type: none"> <li>• satisfaction questionnaires</li> <li>• text messaging</li> <li>• complaints process</li> <li>• learning log. <b>?</b></li> </ul>	<p>Quarterly/when required</p> <p>Ongoing</p>
<b>Our finances</b>	We want to work in partnership with residents when deciding our spending priorities.	<p>We will <b>consult</b> the Residents' Finance Panel on:</p> <ul style="list-style-type: none"> <li>• budget setting proposals</li> <li>• financial aspects of specific proposals in reports and financial implications of any proposed policy change.</li> </ul> <p>We will give all residents basic financial <b>information</b> about how Homes for Haringey is spending its money through:</p> <ul style="list-style-type: none"> <li>• newsletters</li> <li>• annual report</li> <li>• website.</li> </ul>	<p>Annually When required</p> <p>Annually</p>



Area	Why	How we will involve residents	How often
<b>Housing Management Services</b>	<p>We want to work in partnership with residents in setting targets, monitoring and reviewing services and performance, and dealing with neighbourhood issues.</p>	<p>At a local level Homes for Haringey will <b>listen, consult</b> and <b>inform</b> residents through:</p> <ul style="list-style-type: none"> <li>• estate inspections</li> <li>• estate meetings</li> <li>• advocate programme</li> <li>• residents' associations</li> <li>• estate newsletters.</li> </ul> <p>At a borough-wide level we will <b>consult</b> the:</p> <ul style="list-style-type: none"> <li>• Residents' Consultative Forum</li> <li>• Tenancy and Estate Management Panel.</li> </ul> <p>The Tenancy and Estate Management Panel will <b>monitor</b> the service against targets and receive regular reports about local consultation initiatives, and complaints received about the service.</p>	<p>Monthly/quarterly</p> <p>As required</p> <p>Quarterly</p>

Area	Why	How we will involve residents	How often
<b>Supported Housing Services</b>	Homes for Haringey and Haringey Council wants to make sure that the services they provide are appropriate to the changing needs of this group of residents.	<p>Haringey Council and Homes for Haringey will <b>consult</b> on proposed changes to the service through:</p> <ul style="list-style-type: none"> <li>• scheme meetings</li> <li>• Elderly and Special Needs Forum</li> <li>• Association of Tenant Representatives.</li> </ul> <p>The Elderly and Special Needs Forum will monitor the service against targets.</p>	<p>As required</p> <p>Annually</p>
<b>Leaseholder Services</b>	Homes for Haringey wants to provide an efficient, effective and economic service for all its leaseholders and service-charged freeholders.	<p>We will <b>consult</b> the Leasehold Panel and <b>inform</b> it about any proposed changes to the services. The panel will <b>monitor</b> the service and performance against these targets:</p> <ul style="list-style-type: none"> <li>• setting service charges</li> <li>• debt recovery</li> <li>• major works</li> <li>• communal and cyclical programmes.</li> </ul>	Monthly/as required

## Best Value

By law, we have to make sure our services are “best value”. This means that we are providing the services that people want, at a price they are prepared to pay.

To check that we are offering best value, we review all our services over five years. We:

- **compare** the service we provide with other organisations, to find ways of improving
- **challenge** whether we should provide a particular service and if so, how
- **consult** you on how we could improve services
- **compete** with other organisations that provide services, to make sure you are getting the best in terms of quality and value for money.

We also look at:

- **economy** – how much it costs to provide a service
- **efficiency** – what you get for what you pay
- **effectiveness** – the quality or quantity of what you get.

Every year we will send you a summary of our Best Value Performance Plan which shows how well we are doing. You can also get both the summary and the full version of the plan on our website at [www.haringey.gov.uk](http://www.haringey.gov.uk), email [improvement.performance@haringey.gov.uk](mailto:improvement.performance@haringey.gov.uk) or call 020 8489 2546.

We will also invite residents to get involved in best value reviews through the Residents' Finance Panel, the Residents' Consultative Forum, and other groups as necessary.

## Your voice counts – our consultation charter

We want to consult you as well as we can. To make sure that we do we have a set of guidelines that we stick to; this is called the consultation charter.

The charter says that when we ask for your views we must provide:

- **a clear statement about what we are doing.** We will tell you if we are giving information, asking for your opinion, or making a decision jointly with you. We will tell you what we are asking you

to consider, and how much time you have to do this. We will give at least 10 days' notice of consultation meetings and if we cannot do this we will explain why. We will also give you as much time as possible to make joint decisions with us.

- **information to help you play an effective part in the consultation.**  
We will give you relevant information to help you decide about different options. For example, we will tell you the expected costs and benefits of any proposals, and what can and cannot be changed.
- **a clear explanation of how much say you will have in the final decision.** For example:
  - none – we are giving information
  - consulting – we are asking for residents' views so we can take these into account before making the final decision
  - involving – we will involve residents in decision making
  - deciding – the Homes for Haringey Board (or in some cases the council) has decided that residents should have the final say.
- **details of how we will involve residents affected by the proposals.**  
This will include details of:
  - any public meetings that residents can attend to discuss the proposal
  - any special arrangements to make sure that we are consulting all those the proposals affect
  - how we will consult and involve residents in drawing up publicity for meetings, and surveys and questionnaires for their area
  - how residents can give us their views
  - how we will take account of residents' views
  - how and when we will give feedback
  - the name and contact details of the member of staff who is in charge of the consultation
  - how we will make the final decision and who will make it
  - how and where to complain if you are not satisfied.

### **How we will consult you**

We take our responsibility for consulting you seriously.

We plan all our consultation, including who we will consult and how, and how we will tell you about decisions made as a result of the

consultation. Because we consult on many issues we ask people for their views according to how important the issue is and who it affects. Please do tell us if you think we are asking the wrong people, or in the wrong way.

Before we ask for your views we will identify a residents' steering group (usually the most appropriate existing residents' group, such as the Repairs Panel for consultation about repairs). This steering group checks that we are managing the consultation properly and will work with staff on proposals. We also check that our consultation plans will give everyone the chance to have their say.

We will consult in different ways, including asking for the views of residents' groups and of individuals. The Board is responsible for making decisions about Homes for Haringey but we have to involve residents before the Board takes a decision. We will give a summary of people's opinions to the Board (and where relevant to Haringey Council) before they take a decision. The Board can also get full details of what everyone has said. We do not give out people's names unless they have agreed to this.

If recommendations to the Board or Haringey Council go against residents' views we make sure that the Board is aware of this and explain why our recommendations are different. We also tell the Board when residents hold differing views and explain why we have made our recommendations.

After the consultation we will tell affected residents what has been decided and what will happen next. We will also tell you how your views influenced the decision. If we cannot do what residents asked for we will tell you why.

### **Monitoring consultation**

We look at how well our consultation process is working when we monitor the Resident Involvement Agreement. You can find out more about how we do this in **Chapter 7 Reviewing and monitoring the Resident Involvement Agreement**.

## Chapter 2 Ways to get involved

We realise that people lead busy lives and that not everyone can spend much time getting involved. That is why there are many different ways for you to make your voice count – and we appreciate whatever time you can spare. You can get involved through a group such as a residents' association or as an individual.

If you do not have much free time you might simply want to read the **information** we send you, such as Homes Zone, our magazine for all residents, or look at information on our estate noticeboards.

With a little more time available you can give us your **feedback**, for example, by filling in a repairs survey slip.

To have a bigger say on particular issues you can take part in **consultation**, for instance, by joining a focus group **?** or completing a survey.

If you are keen to work with other residents, Homes for Haringey and Haringey Council to get things done, you can **participate**. For example, you could join a working group or panel.

Lastly, if you want the power to **make decisions**, control a budget or manage a service, you can become an elected resident Board member or help set up and run a Tenant Management Organisation (TMO) **?** under the Right to Manage legislation.

### **More information**

To find out more about opportunities to get involved you can join the Tenant Participation database, check out our website at [www.homesforharingey.org](http://www.homesforharingey.org), or see Homes Zone. You can also contact the Resident Involvement Team on 020 8489 4463, Minicom 020 8489 3718, or at [resident.involvement@homesforharingey.org](mailto:resident.involvement@homesforharingey.org) for information.

## **Involving everyone**

We recognise that it can be difficult for people to have their say because, for example, they do not speak English or they do not want to go to meetings. In **Appendix 1 Homes for Haringey's Resident Involvement Strategy** we focus on improving opportunities for everyone to get involved, in a way that suits them.

Young people often feel left out when it comes to saying what they think, partly because many of the methods we use to consult do not suit them. Our Resident Involvement Strategy also sets out how we will reach young people more effectively.

Older people, disabled people, those from Black and Minority Ethnic Groups **?** and other parts of the community can also find it difficult to get involved. We will work closely with residents and Haringey Council to develop better ways of involving these residents and will check we are doing this when we monitor the Resident Involvement Agreement. You can find out more in **Chapter 7 Reviewing and monitoring the Resident Involvement Agreement**.

## **Involving you effectively – our promise**

People will only get – and stay – involved if they feel things will improve as a result. To make sure that you feel it is worth being involved we will:

- communicate effectively, with all sides listening and clearly expressing their views
- provide clear, easy to understand information
- tell you how much time getting involved in a particular activity will take
- take your views on board and tell you what we have done as a result
- make sure meetings are well planned and organised in advance
- provide effective support to help you get fully involved.

## **Ways to get involved**

### **Time commitment**

🕒 Low level of commitment; for example, occasional contact through a survey or focus group

🕒🕒 Medium level of commitment; for example, meetings every so often

🕒🕒🕒 High level of commitment; for example, regular meetings

🕒🕒🕒🕒 Very high level of commitment; for example, lots of regular meetings and other events

You can decide how much time you can give towards getting involved in different activities. The time you can offer is entirely up to you and can vary depending on your availability.

### **Level of involvement**

-  Feedback
-  Consultation
-  Participation
-  Decision making

### **More information**

The Resident Involvement Team is usually the first point of contact. You can reach them on 020 8489 4463, Minicom 020 8489 3718, Minicom 020 8489 3718, at [resident.involvement@homesforharingey.org](mailto:resident.involvement@homesforharingey.org), or see [www.homesforharingey.org](http://www.homesforharingey.org). Where you should speak to somebody else we have given their details below.

Time commitment	Type of involvement	Details	Level of involvement
🕒	Make a complaint, compliment or suggestion	<p>We are always keen to get residents' feedback on our services so that we can improve them. You can make a complaint, compliment or suggestion in several ways.</p> <p>If you make a complaint we will do our best to sort out the problem so that you are satisfied. If you compliment us on our services or make a suggestion about them, we will thank you and tell you how we plan to use the feedback you have given us.</p> <p>You can also give us your feedback in other ways, for example, through the annual tenants' and leaseholders' survey or activists' questionnaire.</p> <p><b>More information</b> You can give other feedback to any member of Homes for Haringey staff by phone, email or in writing. You can also call us on 0800 195 3404.</p> <p>Alternatively, you can contact the Homes for Haringey Feedback Team at:</p> <p>Homes for Haringey 13-27 Station Road London N22 8UW</p>	✍️

		<p>Tel 020 8489 4321, 020 8489 4337, or 020 8489 4235          Fax 020 8489 1944          Minicom 020 8489 1140          Email <a href="mailto:complaints@homesforharingey.org">complaints@homesforharingey.org</a>.</p> <p>Finally, you can fill in the form in our Making a Complaint, Compliment or Suggestion leaflet. You will find this on our website at <a href="http://www.homesforharingey.org">www.homesforharingey.org</a>. It is also available from our Customer Service Centres.</p> <p>If you want to make a complaint, compliment or suggestion to Haringey Council about its services see <a href="http://www.haringey.gov.uk">www.haringey.gov.uk</a> or call 020 8489 2550 for more information.</p>	
🕒	Go to a residents' association meeting	A group of people who get together to give local residents a stronger voice and to help improve where they live.	✍️
🕒	Become a resident monitor	Resident monitors check that the communal services we provide on estates (such as cleaning) meet the standards we have set with residents.	✍️
🕒	Go on an Estate Inspection ?	<p>Every six months tenancy management officers, estate services supervisors and surveyors carry out an Estate Inspection – a check on the condition of the communal areas of estates with over forty homes.</p> <p>We consult residents' associations and advocates when we are setting dates for inspections, as we believe that residents have a crucial part to play and want you to be able to attend. We let</p>	✍️

		<p>residents know through estate newsletters and estate notice boards when inspections are taking place so that residents can join in. We also invite local councillors.</p> <p>Homes for Haringey staff make a note of all communal issues that people bring up during the inspection. At the end of the inspection we ask residents to list their top five priorities for the estate.</p> <p>Within three weeks we will send an inspection report to everyone who took part or who asked for a copy and include a summary report in estate newsletters. We report repairs and check they are done on time.</p>	
⌚	Take part in a focus group or one-off consultation events	<p>We use these when we need to find out the views of a particular group of residents, for example: older residents who do not live in sheltered homes; residents who have moved into a Haringey Council home in the last year; or residents of a particular ethnic background.</p> <p>We give all residents who take part in focus groups and one-off consultation event a summary of the focus group/event report. We will give a full report of the findings to the Tenant Participation Panel and, where appropriate, to ward councillors, the Executive Member for Housing and the Leader of the Council.</p>	✍
⌚	Give the Homes for Haringey Board your views	Any group of residents that Homes for Haringey recognises (for example, residents' associations, panels, umbrella groups <b>?</b> ) has a right to give the Board its views.	✍

		<p>Groups must put their views in writing, and Homes for Haringey staff can give help with this if required. The group should agree the report at a meeting to make sure that the views of some people are not presented as those of the whole group. The report should then go to the Board, along with supporting information provided by a Homes for Haringey manager.</p> <p>If the group wishes and the Chair of the Board (the person in charge of the meeting) agrees, the Board will listen to group members for up to five minutes during the Board meeting.</p> <p>The timetable for giving the Board views in this way is:</p> <ul style="list-style-type: none"> <li>• the group sends a written report to the Board at least 10 days before the Board meeting</li> <li>• the Homes for Haringey manager sends their supporting information to the Board at least five days before the Board meeting</li> <li>• at least three days before the Board meeting the group asks to speak to the Board, if it wants to.</li> </ul> <p>You are welcome to attend Board meetings as an observer.</p> <p><b>More information</b>          Contact the Governance and Board Support Team on 020 8489 1702, at <a href="mailto:governance.team@homesforharingey.org">governance.team@homesforharingey.org</a>, or see <a href="http://www.homesforharingey.org">www.homesforharingey.org</a>.</p>	
🕒	Ask the Homes for	All members of the public can ask the Board questions about its	✍️

	<p>Haringey Board a question</p>	<p>work or decisions.</p> <p>You must put your questions in writing and Homes for Haringey must get them at least 48 hours before a Board meeting. We do not accept anonymous questions.</p> <p>At the meeting the Chair will give details of any questions and an answer. People who are attending the meeting cannot make any comments about the Chair's reply. If it is not possible to give an answer at the meeting then the Board will give an answer in writing within five working days.</p> <p><b>More information</b> Send your questions for the Board to:</p> <p>Board Questions Homes for Haringey 6<sup>th</sup> Floor River Park House London N22 8HQ</p> <p>Tel 020 8489 1702 Email <a href="mailto:governance.team@homesforharingey.org">governance.team@homesforharingey.org</a>.</p>	
	<p>Attend a Haringey Council meeting</p>	<p>Haringey Council holds regular meetings where it makes important decisions about housing and other issues that affect residents. These meetings include:</p> <ul style="list-style-type: none"> <li>• Full Council meetings</li> </ul>	

		<ul style="list-style-type: none"> <li>• Area Assemblies (public meetings where Haringey residents can suggest improvements to their local area and talk to councillors)</li> <li>• Scrutiny Committee</li> <li>• the Executive Committee</li> <li>• other committees and sub-committees.</li> </ul> <p>You are welcome to attend these meetings and ask questions at them.</p> <p>Once a year Haringey Council invites residents from Homes for Haringey panels to meet Members of the Council and Homes for Haringey Board members. At this meeting, people discuss how well Homes for Haringey is performing and if we are keeping to our Delivery Plan ?.</p> <p>We will consult residents about our Delivery Plan, including our values and aims, and tell residents how we performed in the previous year in our Annual Report ?.</p>	
		<p><b>Consultation note:</b> the Tenant Participation Panel has proposed that each panel nominates one person to take part in the annual review meeting. These people should be those that the panels feel will be best at addressing the issues to be discussed. People can only accept a nomination from one panel. <b>Do other residents, the Board and the Council agree with this proposal?</b></p>	
		<p><b>More information</b></p>	

		<p>Contact Haringey Council's democratic services manager on 020 8489 2915, at <a href="mailto:making.your.voice.heard@haringey.gov.uk">making.your.voice.heard@haringey.gov.uk</a>, or see <a href="http://www.haringey.gov.uk">www.haringey.gov.uk</a>.</p> <p>For details of Area Assemblies contact the area assembly coordinator on 0208 489 4928 or at <a href="mailto:area.assembly@haringey.gov.uk">area.assembly@haringey.gov.uk</a>.</p> <p>You can find a full list of Council meetings at public libraries. Haringey Council also publishes the dates of important events and meetings in Haringey People, the council's monthly newspaper.</p> <p>Copies of agendas for all council meetings are available at libraries and Haringey Council offices at least three days before a meeting. Some agendas are also available online. You can get agendas for past meetings at some libraries.</p>	
	<p>Go to the Residents' Consultative Forum</p>	<p>This borough-wide group is open to all residents and looks at changes to housing policy that Haringey Council and Homes for Haringey is proposing.</p> <p>At each meeting people can attend one of several workshops on subjects that interest or concern residents. In the meeting that follows residents discuss a variety of issues.</p> <p>We use the forum to get residents' views at both the start and end of a consultation exercise, while one of our many residents' groups or panels does the detailed consultation work.</p>	

	<p>Become an advocate</p>	<p>If there is no residents' association on your estate or in your local area but you want to help your neighbours have a say, you could become an advocate – an individual resident who acts as a link with Homes for Haringey. Some advocates have gone on to set up successful residents' associations. This means that Homes for Haringey can take account of more views. Former advocates continue to use their skills as an association member.</p> <p>Advocates:</p> <ul style="list-style-type: none"> <li>• attend Estate Inspections</li> <li>• work with the tenancy management officer for the area they represent on issues of general concern or interest to residents</li> <li>• have up to date information about how Homes for Haringey is working in the area they represent, including information about any improvement work that we are doing</li> <li>• advise residents in the area they represent on how to report problems.</li> </ul> <p>Advocates do not use their position to raise issues about their own housing or act as unpaid members of Homes for Haringey staff.</p> <p>Advocates meet monthly for further training and to discuss common problems and ways of developing the service they provide. They feed this information back to Homes for Haringey and Haringey Council's Housing Services.</p>	
	<p>Take part in a</p>	<p>Where there are local issues or we are suggesting changes that</p>	

	consultation exercise	<p>affect your home or community, we give affected residents information and advice about our plans and ask for your views. We also consult recognised advocates and residents' associations.</p> <p>Where we are planning changes that affect all residents, for example changes in the way we manage your home or to your tenancy agreement, we consult all residents and ask for your views. We also involve residents' panels.</p> <p>You can find out more about consultation in <b>Chapter 1 What we will ask for your views on.</b></p>	
🕒🕒🕒	Become a committee member of a residents' association	Being on the committee of a residents' association (for example, as the Chair or Secretary) will help you give the residents in your residents a stronger voice.	✍️✍️
🕒🕒🕒	Join one of Homes for Haringey's groups or panels	<p>Here are the groups and panels you can currently join (January 2007):</p> <ul style="list-style-type: none"> <li>• Annual Residents' Conference Planning Group – organises the yearly Homes for Haringey conference for all residents</li> <li>• Asset management Sub-group – looks at Decent Homes and other planned major work and how we will consult residents on this</li> <li>• Communications Panel – considers how we can communicate effectively with residents</li> <li>• Disabled People's Group – looks at the housing needs of disabled residents</li> <li>• Elderly and Special Needs Forum – considers residents'</li> </ul>	✍️✍️✍️

		<p>concerns and ideas with councillors and senior managers</p> <ul style="list-style-type: none"> <li>• Finance Panel – discusses how we manage our money and give you value for money</li> <li>• Groups for speakers of other languages – look at housing and other community issues</li> <li>• Home Zone Readers' Panel – reviews our magazine for residents</li> <li>• Leasehold Panel – discusses day to day issues that affect leaseholders</li> <li>• Leaseholders' Forum – discusses major policy and strategic issues</li> <li>• Procurement Sub-group – helps appoint Decent Homes, day to day repairs and empty homes contractors</li> <li>• Resident Training Sub-group – develops training opportunities for residents</li> <li>• Residents' Repairs Panel – looks at repairs issues</li> <li>• Tenancy and Estate Management Panel – looks at everyday issues of concern to residents, such as rents, cleaning and anti-social behaviour</li> <li>• Tenant Participation Panel – develops opportunities for residents to get involved.</li> </ul>	
	<p>Put in an Estate Improvement bid</p>	<p>Every year we pay for a number of environmental improvements? to estates that residents have suggested and put in a bid for. We set a budget each year and residents (groups and individuals) can make a bid request through their residents' association, tenancy management officer or local councillor. Final bids are scored by officers and judged by an independent panel of residents.</p>	

	<p>Set up or help run a Tenant Management Organisation (TMO) under the Right to Manage</p>	<p>A TMO is run by residents and has a budget to run services in a local area. TMOs can run a single service (such as repairs or grounds maintenance), all the housing management services in their area, or anything in between.</p> <p>Residents' associations can get government funding and independent advice to help them draw up long term plans for their area and play a bigger part in managing their homes.</p>	
	<p>Become a resident Board member</p>	<p>The Board is responsible for running Homes for Haringey, so Board members have an extremely important job to do. As well as attending monthly Board meetings, Board members sit on the Finance and Audit Committee, the Service Delivery Committee and the Human Resources Committee.</p> <p>At the Board's first annual general meeting residents will elect six new resident Board members. They can be Board members for up to three years.</p> <p>Resident Board members are elected regularly to give more people a chance to get involved in managing Homes for Haringey.</p> <p><b>More information</b>  Governance and Board Support Team  020 8489 1702, at <a href="mailto:governance.team@homesforharingey.org">governance.team@homesforharingey.org</a>,  or see <a href="http://www.homesforharingey.org">www.homesforharingey.org</a></p>	

## Chapter 3 How we can help you get involved

We know that simply offering a range of ways for residents to get involved is not enough. That is why we also help residents to have their say by providing practical support such as advice, grants, expenses and training.

For more information about any of the sections below please contact the Resident Involvement Team on 020 8489 4463, Minicom 020 8489 3718, at [resident.involvement@homesforharingey.org](mailto:resident.involvement@homesforharingey.org), or see [www.homesforharingey.org](http://www.homesforharingey.org).

### The Resident Involvement Team

Our full time Resident Involvement Team is on hand to offer advice and help on all sorts of resident involvement issues, to both individual residents and residents' groups.

We:

- promote resident involvement
- help residents' associations get organised and funded
- help develop action plans for groups
- help with finding applications and grants from other organisations
- help to organise events
- advise and support residents who want to set up a residents' association, become an advocate, resident monitor or join a group or panel
- help residents' groups set up or change their constitution ?
- support committee members on residents' associations
- advise residents on useful training
- help run monthly support meetings for advocates
- advise residents interested in setting up a Tenant Management Organisation and help get funding for this
- support and monitor Homes for Haringey's main groups and panels
- develop and monitor the Resident Involvement Agreement with residents
- develop the resident involvement strategy with residents
- find new ways of getting residents involved
- organise the Annual Residents' Conference.

Homes for Haringey is a member of the Tenant Participation Advisory Service (TPAS), which can give residents independent advice and information on resident involvement issues. You can find out more at [www.tpas.org.uk](http://www.tpas.org.uk).

## **The Supported Housing Team**

We also have a team that works with the Elderly and Special Needs Panel and the Association of Tenant Representatives. Staff offer information and advice about these groups to supported housing residents and arrange group meetings.

## **The Home Ownership Team**

The Home Ownership Team consults leaseholders through the Leasehold Panel and Forum on the services we provide. We also consult leaseholders where we legally have to under section 20 ? of the Landlord and Tenant Act (1985).

## **Tenancy Management**

The Tenancy Management Service consults residents on local issues. We do this through:

- estate meetings
- work with residents' associations and advocates
- estate inspections and estate inspectors.

## **Funding for resident involvement**

Every year we set a budget for resident involvement to help ensure that all residents can make their voice count.

Money from this budget is used for:

- supporting residents' associations and other groups through grants
- training
- publicity information and newsletters
- panel meetings and groups
- the annual residents' conference
- translation and interpreting costs
- Tenant Participation Advisory Service (TPAS) membership
- meeting expenses, including travel and childcare costs
- postage.

## **Covering your expenses**

We can help with some expenses to make it easier for you to get involved.

### **Travel expenses**

If you go to a meeting, training course or other event that we have approved then we can help cover your travel costs to and from the event.

We pay public transport costs, and if you use your own transport we pay a standard mileage rate. We may also pay for things like taxi fares or for special transport if you are disabled or have mobility problems.

If you are a leaseholder or tenant living outside Haringey then we can only pay your travel expenses from inside the borough.

### **Childcare costs and carers' allowance**

If you attend a meeting, training course or other event that we have approved then we may be able to help cover your childcare costs or pay an allowance to help cover your caring responsibilities.

You must tell the Resident Involvement Team before the event that you want to claim childcare costs or carers' allowance.

### **Telephone expenses**

We will give recognised advocates a telephone charge card to use when they make calls to key contacts and services.

Residents' association committee members can claim for calls they make on association business. The refund will come from the residents' association's grant as long as the committee has already agreed this at a meeting.

### **Training for residents**

We offer a wide range of training courses so that residents can build up their skills and knowledge and play a bigger part in managing their homes.

We divide our training programme into three areas:

1. skills training for new residents' association committee members, advocates and panel members to help them develop the skills they need for the job
2. training for existing residents' associations, advocates or involved residents to help them improve their skills
3. special training for residents who want to build up their skills in particular areas, such as housing finance, public speaking or negotiation.

Our training includes:

- committee skills
- becoming a panel member
- advocate induction
- public speaking and presentation
- increasing your confidence
- how to negotiate
- valuing diversity ?
- promoting your group or residents' association
- being assertive
- keyboard and word processing skills
- becoming a Homes for Haringey Board member
- tackling anti-social behaviour.

We advise residents who have only just started to get involved, and new panel members, to go on our induction training programme.

The Training Sub-group (made up of residents) decides on residents' training needs and checks regularly that we are meeting these needs. It also decides how the resident involvement training budget is spent.

### **Specialist training and conferences**

If we cannot provide specialist training that you need to get involved then we may be able to help you get training somewhere else. You will need to meet the conditions set by the Training Sub-group and show how your new skills will benefit your local community or any Homes for Haringey groups or panels that you are involved in.

Every year we also pay for a limited number of residents to take part in events like the Tenant Participation and Advisory Service (TPAS) Annual Conference.

You can get more information about training courses and our resident training criteria on our website or by contacting the Resident Involvement Team.

### **Training for advocates**

To become an advocate you need to do our advocates' training course (for more information about advocates see **Chapter 2 Ways to get involved**).

## **More information**

Please see our resident training guide or contact the Resident Involvement Team.

## **Support for meetings and events**

### **Translation and interpreting**

We will provide interpreters, signers or induction loops for meetings if you ask us to. It is important to give us as much notice as possible to make sure we can provide the interpreters or equipment you request.

We will also translate documents produced by a residents' association into community languages or produce them in large print, audio or Braille if you need us to.

### **Meeting rooms**

All meetings must take place in a suitable, accessible and comfortable place. We make sure that everyone can get into meeting venues and advise residents' associations on doing this.

On estates where there is a residents' association we will try to provide a meeting room. If a residents' association needs to hire a meeting room then they should pay for this out of their annual grant. We will pay room hire costs for associations that we are helping to set up.

If residents want to meet less formally, such as for an estate meeting or a one-off event, they can contact their tenancy manager or the Resident Involvement Team and ask Haringey Council or Homes for Haringey to pay their room hire costs.

### **Refreshments**

We will provide light refreshments at approved meetings, training courses or events. We will do our best to have suitable refreshments for anyone who has a special diet. It is important that you tell us about this before the event.

## **Office and other support for residents' associations**

The Resident Involvement Team can give office support to committee members of recognised residents' associations, residents setting up new associations, recognised advocates or people interested in becoming an advocate.

For these groups we can:

- advise on publicising meetings effectively
- design and print newsletters, leaflets and general publicity material
- do photocopying
- send faxes
- make one-off loans of overhead projectors (OHPs), screens, laptops, flip charts and a hearing induction loop for residents' association meetings.

## **PART 2 Standards – what you can expect**

In this section we set out details and our standards for:

- the information we provide
- meetings
- resident groups.

### **Chapter 4 First class information**

As part of our commitment to involving all residents we provide a range of information. We set ourselves high standards to make sure that this information meets people's needs and helps them get involved in a way that suits them.

#### **Information you can ask for**

By law, under the Freedom of Information Act 2000, you can request:

- information on services and the organisations that provide them
- information produced by other organisations, for example residents' associations and community groups.

We will:

- provide all information that should be publicly available. If we cannot give you the information you want we will tell you why
- deal with your information request as soon as we can and certainly within 20 working days.

#### **Sharing your details with others**

##### **Data protection**

Homes for Haringey holds personal information about both its clients and its employees. The information is held for a number of reasons but mainly to ensure that we provide people with efficient and effective services. All the information we hold is protected under the Data Protection Act 1998.

## **The Data Protection Act 1998**

The Data Protection Act is the legal framework that ensures personal information is used fairly and lawfully. The Act protects the privacy and rights of individuals.

This means that we must treat personal information that you give to Homes for Haringey confidentially and we will not normally pass it to anyone outside the organisation.

Some information that you give us may be sensitive, for example medical details or information about income and household circumstances. We often need this information to decide how to provide housing services.

We will explain what information we need, how we will use this information and who it will be available to. We will ask your permission if it is necessary to provide it to anyone else. Only in exceptional circumstances will we pass details on without your permission.

We ask residents who are contact points for residents' groups if they mind us sharing their details with others. We will not pass on your details unless you have said we can.

### **More information**

If you have any questions on how we use the personal information that we hold about you, you can contact our Data Protection Officer at:

Data Protection Officer  
3<sup>rd</sup>Floor  
River Park House  
London  
N22 8HQ

Tel 020 8489 3112

Email [dataprotection@haringey.gov.uk](mailto:dataprotection@haringey.gov.uk)

You can get further information about the Freedom of Information Act and Data Protection Act from the Information Commissioner for the United Kingdom. See **Chapter 12 Useful contacts and websites**.

## **Information we provide**

We keep you informed in a variety of ways. These include: letters; our website; posters; estate bulletins; and Homes Zone. For an up to date list of the information we provide and to download these documents, see our Publications Scheme at [www.homesforharingey.org](http://www.homesforharingey.org).

## **Our standards for information**

We will make sure the information we provide meets the needs of residents. Information will always be:

- clear, simple and jargon free
- available in other languages, in Braille, audio and in large print where residents request this
- non-discriminatory – we will not favour a particular group
- non-party political
- timely
- accurate.

The Communications Panel helps monitor and review the information that Homes for Haringey produces.

## **Information standards for residents' associations**

The Resident Involvement Team works with recognised residents' associations and other neighbourhood and community groups to make sure that the information they produce is of a similar standard to the information Homes for Haringey produces.

## **Our standards for translation and interpreting**

We will provide an interpreter or produce documents in community languages, large print, audio or Braille if you need us to. So that we can provide the support you need, please give us seven days notice to arrange an interpreter. We will do our best to arrange an interpreter if you give us less notice but it may not always be possible.

We will make sure that all our written information (including our website) is clear, jargon free and in plain English. We will also check that people who are visually impaired can read our information.

If you have told us that you need information in a particular language or format, where possible we will send important information (such as our newsletter or letters about changes to your tenancy) in the language or format you want it in.

## Chapter 5 Meetings that work

We want meetings that Homes for Haringey and residents' groups organise to work well so that everyone can be involved in decisions about where they live and the services they get.

The standards set out in this chapter apply to Homes for Haringey panels and groups. Recognised residents' groups should also follow these standards where they apply. In some cases, there are different standards for residents' associations and these are also set out here.

A code of conduct **?** and terms of reference **?** cover all groups and events hosted by Homes for Haringey. These have been agreed with the Residents' Consultative Forum or the appropriate group.

### Standards for effective meetings

- Meetings will have a clear purpose (an agenda).
- We will advertise the meeting (locally and throughout the borough) and send out an agenda at least 10 days before the meeting takes place. We can give less notice for an urgent and necessary meeting, but we must give reasons for the short notice.
- We will advertise the meeting in the right way, including using: letters; flyers and newsletters (translated if necessary); the Homes for Haringey website; posters on estate notice boards and in communal areas; calls to resident representatives. Recognised residents' associations can get help from the Resident Involvement Team to publicise meetings.
- We will take account of religious holidays, festivals and major sporting events before arranging meetings. The Resident Involvement Team will provide advice on arranging meetings.
- We will ensure that where possible meeting dates do not clash. The Resident Involvement Team keeps an events and meetings calendar and co-ordinates and arranges all meetings and events.
- If we have to change a date or venue, we will let everyone know as soon as possible.

## The agenda

The agenda (the list of items to discuss at a meeting) will:

- include all items for discussion that we have been told about before the meeting
- be sensibly numbered and refer to all other papers and background information that is needed for the meeting
- ensure people can discuss things properly. If there is not enough time to discuss items fully the Chair can add these things to the agenda for the next meeting.

Residents can suggest an agenda item to the Resident Involvement Team who will pass this on to the Chair or lead officer of the panel or group.

Residents can ask their residents' association to put issues on the agenda for committee or general meetings. The constitutions of most residents' associations also allow members to call a special meeting. You can find out more from your residents' association.

## At the meeting

- The meeting should start on time, and everyone should bring their own agendas, minutes and papers with them.
- The meeting will be well run. (We recommend that both staff and residents go on a chairing skills course. The Resident Involvement Team provides this training free to residents.)
- The Chair will:
  - tell people about any housekeeping issues (including: what to do if a fire alarm sounds; how to leave the building safely; where the nearest toilets are), and remind people to turn off mobile phones
  - explain that meeting participants have to follow a code of conduct and make sure that copies of this are available and given to new members
  - be unbiased, independent, non-political and democratic
  - make sure that everyone who wants to speak has a chance
  - check that the minutes of the last meeting are accurate and deal with any matters arising.
- The Chair and Secretary or note taker should have a copy of the terms of reference or constitution and the code of conduct. Everyone at the meeting should follow the group's constitution or terms of reference and the code of conduct.

- Everyone should fill in an attendance sheet with full names and addresses, contact numbers and email addresses where available. This ensures that all participants get a copy of the meeting minutes or notes and information about future meetings.
- The Secretary or note taker should make sure that they record decisions accurately in the minutes or notes. However, usually it is not necessary to write word-for-word what people said.
- Meeting participants should make decisions either by a show of hands or secret ballot, depending on what the group's constitution or terms of reference say. Secret ballots are a good idea for elections and more sensitive decisions, as people are more free to give their true views.
- Where possible, participants should set a date and time for the next meeting.

### **After the meeting and in preparation for the next one**

- The Chair will:
  - agree the minutes or notes before they are sent out and draft an agenda for the next meeting
  - send copies of any reports from the meeting to members of the panel or group who did not attend and to people who ask for a copy
  - send out minutes or notes for Homes for Haringey panels and groups within 10 working days and Homes for Haringey Board meeting minutes within seven working days. (We encourage residents' groups to stick to this timetable too.)
- Where possible, we will plan meeting dates for the coming year and publish them so that people who need or want to attend can plan ahead. The Resident Involvement Team can advise on dates for planned major meetings to help avoid meeting date clashes.

All dates Homes for Haringey panel meetings and events are available on the Homes for Haringey website at [www.homesforharingey.org](http://www.homesforharingey.org), or you can contact the Resident Involvement Team for more information.

### **Meeting standards for residents' associations**

We realise that residents' associations do not have the same resources as Homes for Haringey, and that associations are run by volunteers who have

many other calls on their time. Therefore, we have slightly different standards for residents' association meetings.

These are that:

- The Secretary or note taker should agree the notes of the last meeting with the Chair.
- Committee members should draft an agenda for the next meeting, with the help of other residents from the area or estate if possible.
- Recognised residents' associations should send out meeting notes a maximum of 20 calendar days after the meeting. It is good practice for residents' associations to publicly display minutes of meetings, for example on notice boards or in communal areas.
- Residents' associations should think about arranging soft drinks for meetings. If residents' associations provide food they should take account of people who have a special diet for religious or health reasons. However, this may not always be possible because of the limited resources that associations have and health and safety issues.

### **Standards for behaviour and the Homes for Haringey code of conduct**

We expect people to behave acceptably both at meetings and when they are representing their group or panel.

Homes for Haringey groups and panels follow a set of rules (a code of conduct) that explains how people should carry out their work for the group or panel and should behave. If people do not stick to the code of conduct we can ask them to leave the meeting. If they continue to behave unacceptably or do not respect others, other group or panel members can vote them off the group or panel.

Residents' groups can choose to use our standard code of conduct and adapt it to meet their needs.

### **Appeals**

If a member of a residents' association feels that they have been treated unfairly through the code of conduct they should appeal at one of the residents' association's general meetings.

If a member of a Homes for Haringey group or panel feels that they have been treated unfairly they should appeal to the Board (if they have been expelled) or use the complaints procedure.

## **Monitoring Homes for Haringey meetings**

To make sure that our meetings are effective we regularly monitor them. We check:

- how many people (both residents and/or others staff) attend Homes for Haringey panels and groups
- whether we send out minutes or notes, agendas and papers on time
- how satisfied residents are with Homes for Haringey groups and panels.
- that all parts of the community are involved and that none are excluded. This includes checking the membership of all groups hosted by Homes for Haringey, as well as the committees of residents' associations and umbrella groups.

## **Chapter 6 Effective residents' groups**

We can give recognised residents' associations a great deal of support, which means that they can give the residents they represent an even stronger voice. As part of this, we have to make sure that:

- residents' groups work to a high standard
- residents have given these groups the go ahead to speak on their behalf.

We therefore have a set of standards that residents' groups must keep to and we will provide support and training to help wherever possible

### **The benefits of being a recognised residents' association**

There are many benefits to being a recognised residents' association. Associations can:

- get money to help with running costs
- choose representatives from the association to take part in focus groups, working parties and one-off consultation events
- get a variety of free training to help the association serve residents better
- apply for outside funding
- have regular meetings and contact with staff from both Haringey Council and Homes for Haringey
- ask Haringey Council and Homes for Haringey staff and councillors to be at association meetings.

### **Standards for residents' groups**

Homes for Haringey will recognise a residents' association if:

- it takes on board the different needs of everyone who lives in the area the association covers
- it encourages and promotes membership of the association to make sure that everyone can join, whatever their age, gender, race, religion of belief, sexuality or if they are disabled
- a Haringey Council tenant or leaseholder must live in at least one of the homes the residents' association represents However we will only provide funding for Haringey Council properties.

To have a say in decisions that Haringey Council and Homes for Haringey make, recognised residents' associations must show that they are democratic

and accountable. Every year they must also show Homes for Haringey the following information:

<b>What</b>	<b>Minimum acceptable standards</b>
Defined area	<ul style="list-style-type: none"> <li>• The area and properties represented by the association are precisely defined and included in the association's constitution (this must happen within one year of the recognition criteria being agreed).</li> <li>• There is not already a recognised group representing the same area or part of the same area.</li> </ul>
Committee and/or general meetings	<ul style="list-style-type: none"> <li>• There must be four quorate ? meetings a year. Minutes and attendance records must be available and correct.</li> <li>• The committee and all general meetings must be held in accordance with the constitution.</li> </ul>
Annual General Meeting (AGM)	<ul style="list-style-type: none"> <li>• There must be one quorate meeting a year (this must take place within 14 months of the AGM)</li> <li>• Homes for Haringey's Resident Involvement Team must be invited and given the correct notice of when the meeting will take place.</li> </ul>
Financial arrangements	<ul style="list-style-type: none"> <li>• There must be no evidence of financial dishonesty or misuse of funds.</li> <li>• The accounts must be checked by Homes for Haringey-approved third party.</li> <li>• The accounts must be distributed to members at or before AGM.</li> <li>• The accounts must be copied to Homes for Haringey.</li> <li>• The association's financial year finishes between two and four months before the AGM.(This must happen within two years of the recognition criteria being agreed.)</li> </ul>
Cheque signatories	<ul style="list-style-type: none"> <li>• In line with the constitution, the signatories must not be from the same household or family.</li> </ul>
Equal opportunities	<ul style="list-style-type: none"> <li>• The committee must take steps to reflect the diversity of the population the association serves, take reasonable steps to overcome obstacles to involving the community in its work, and be inclusive in its approach.</li> <li>• There must be no evidence of deliberate</li> </ul>

	discrimination on the grounds of age, disability, gender, race, religion or belief, or sexual orientation.
Committee and sub-committee membership	<ul style="list-style-type: none"> <li>• In line with constitution, details of committee officers and members (including any sub-committees) must be given to Homes for Haringey in the correct way.</li> </ul>
Accountability	<ul style="list-style-type: none"> <li>• The committee must show it has acted in line with general meeting including AGM) decisions</li> <li>• The activities of any sub-committees or sub-groups (including financial accounts, if any) must be reported to general meetings and/or the AGM, and minuted.</li> <li>• The committee must show it has followed its constitution (and any other agreed policies, such as Equal Opportunities, terms of reference for sub-groups etc).</li> <li>• The association must show it has reported back to all residents on its activities by newsletter, report or some other agreed method at least twice in the year.</li> <li>• Membership must be open to all tenants and leaseholders in the defined area.</li> <li>• The association's constitution and any terms of reference for sub-committees (if any) must be acceptable to Homes for Haringey.</li> </ul>
Resident Involvement Agreement	<ul style="list-style-type: none"> <li>• The association agrees to comply with the terms of this agreement.</li> </ul>

If residents' associations do not keep to the conditions set out above then we may "de-recognise" them. This means that an association will no longer get any of the benefits of being a recognised residents' association or, most importantly, be able to take part in decisions that Haringey Council and Homes for Haringey make.

We do not want this to happen, so where a residents' association is in danger of failing we may give conditional recognition, then work with it to put things right.

Associations need to re-apply for recognition (and funding) each year and the Resident Involvement Team will check they are still working well.

## Equal opportunities

Residents' associations should also:

- try to find out local residents' needs and views
- actively encourage all residents in their community to get involved
- aim for their committee membership to reflect the make up of the local community.

## Training

Associations should encourage committee members to go on training that will help them do a better job for residents.

We will offer training for new and existing residents on how resident involvement works in Homes for Haringey, and we will provide an induction pack for residents which will include useful documents and advice about resident involvement.

You can find more information about training for residents in **Chapter 3 How we can help you get involved**.

### ***More information***

For more details about information standards for residents' associations see **Chapter 4 First class information**. For details about meeting standards for residents' associations see **Chapter 5 Meetings that work**.

## **PART 3 Are we keeping our promises?**

In this section you will find information about:

- how we will monitor and review the Resident Involvement Agreement
- how you can complain if you are not happy with the way the agreement is working.

### **Chapter 7 Reviewing and monitoring the Resident Involvement Agreement**

We want to make sure that we keep the promises we have made in the Resident Involvement Agreement and that we improve how we involve and work with you. To do this we will regularly review and monitor the agreement and involve all partners (Homes for Haringey, Haringey Council and residents) in the process.

#### **How we will review the agreement with you**

We will review the agreement every year and feed back the results to the Tenant Participation Panel . We will report the main changes in Homes Zone and send residents who have full copies of the Resident Involvement Agreement updated information.

We will ask all Homes for Haringey groups and panels how well they think the Resident Involvement Agreement is working. We will also ask:

- advocates
- residents who have taken part in Estate Inspections
- residents at estate meetings
- recognised residents' associations
- the Residents' Consultative Forum
- forums for speakers of other languages
- user groups
- recognised umbrella groups.

#### **How we will monitor our performance**

The review will check our performance against these targets:

<b>Key targets</b>	<b>How we will measure them</b>
All residents' associations meet our recognition standards	Annual monitoring return
There is increased involvement of under-represented groups	Annual monitoring return
New residents' groups receive advice, support and an information pack	Twice yearly report on the number of requests received and support given  Number of start up grants given  Number of resident training places taken up by members from new or relaunched groups
We implement core standards for local involvement	Regular performance reports on resident participation to panel
Resident satisfaction with opportunities for involvement increases	Annual tenants' and leaseholders' survey
The number of individual residents involved increases	Annual monitoring of database
<b>Staff resources devoted to resident involvement are more effective</b>	<b>Number of joint staff/resident training sessions</b>  <b>Satisfaction surveys</b>  <b>Number of compliments/complaints we receive</b>
<b>We produce an annual training plan that residents have agreed</b>	<b>Publish and promote annual training plan with residents' associations and other active residents</b>  <b>Number of residents attending courses and conferences</b>  <b>Feedback on satisfaction with training and conferences attended</b>
We provide clear and relevant	Satisfaction measured through annual

Key targets	How we will measure them
information to residents	Questionnaires and surveys
We provide information in plain language and in formats that suit the needs of customers	Number of leaflets that receive the Easy Read Mark Number of requests for different formats and the percentage of requests that we have met
Resident involvement in meetings is meaningful and effective	Satisfaction measured through questionnaires and surveys carried out on a quarterly basis
To maximise open access to all our meetings and events we will consider the needs of all residents when planning these activities	Annually we review the monitoring profile of residents attending all involvement activities
We give at least 10 days' notice of a consultation events	We will undertake an annual review to check that we have met this target
We provide information (papers) 10 days before a meeting	We monitor the number of occasions where papers/reports are not provided on time
We implement the standards in this agreement consistently and fairly across the organisation	Number and type of complaints received about the agreement or about resident involvement generally  Monitor the results of questionnaires and surveys

Once we have consulted everyone the Tenant Participation Panel will look at what you have said and decide how well the agreement is working by looking at:

- key targets
- how successful a Homes for Haringey panel or group has been in changing things for the better

- if we have got better at involving you and done what we said in our strategy
- what we did that worked well
- what we could do better and how
- how we have taken on board your solutions to problems and suggestions for any other changes.
- We will recommend any changes to the Resident Involvement Strategy
- check how we dealt with any complaints about the agreement
- draw up an improved agreement and agree the strategy for coming years.

Then we will ask all partners, other involved residents, and Homes for Haringey staff for their comments on the improved agreement.

Finally, once everyone has had a chance to comment, we will ask all partners to approve the agreement and it will come into force.

There may be times when we need to make small changes to the agreement during the year. If we do, we will ask the Chair of the Service Delivery and the Executive Member for Housing for advice on what we should do.

If they agree that we can make the change straightaway, we will consult the Tenant Participation Panel (and any other interested groups) and Board members. They will agree any changes and we will send details of these to residents who have a full copy of the Resident Involvement Agreement.

If the Chair of the Service Delivery Committee and the Executive Member for Housing feel that the proposed change needs more discussion then we will wait until we next review the agreement.

### **How residents' panels scrutinise services**

So that all residents' panels can carry out their scrutiny role, they can:

- ask for information and reports from Homes for Haringey and others that relate to the panel's objectives
- ask the Homes for Haringey manager responsible for the panel to carry out an enquiry and report back their findings to the panel within an agreed time
- get and comment on the results of satisfaction surveys, other methods to check satisfaction, and research that relates to the panel's objectives
- advise on how to consult more widely on issues that relate to the panel's objectives

- review and comment on the type and effectiveness of resident involvement in Homes for Haringey
- make comments and recommendations to the Homes for Haringey Board, the Residents' Consultative Forum and to any other panel as appropriate
- take part in the Residents' Annual Review of Services, which is part of Homes for Haringey's annual report.

You can get the terms of reference for Homes for Haringey's panels from the Resident Involvement Team on 020 8489 4463 or [www.homesforharingey.org](http://www.homesforharingey.org).

## Chapter 8 Complaints about the Resident Involvement Agreement

Because we will regularly monitor and review the Resident Involvement Agreement we hope to sort out most problems or issues at an early stage by discussing them with the partners to the agreement.

However, we realise there may be times when individual residents feel the agreement is not working properly. They may want to complain about this or about one of the agreement partners. For example, you might wish to complain if you feel that either Homes for Haringey or Haringey Council has not consulted you in the way the agreement says we will. You might also wish to complain about a residents' association if you feel it is not holding proper meetings. Or you might feel the agreement itself is wrong.

There may also be times when partners to the agreement hold opposing views and find it hard to agree.

We therefore have procedures for making a complaint and sorting out disputes.

### Complaints from individuals or residents' associations

If an individual resident wishes to complain about the way the agreement is working or the behaviour of one of the partners, we will encourage you to talk directly to one of the partners. For instance, if you feel you have not been consulted properly, you could discuss this with the team responsible.

If you are not happy with the answer you get then you can make a **formal complaint** using Homes for Haringey's complaint process (Homes for Haringey manages the Resident Involvement Agreement on behalf of all partners). Residents' associations can also complain in this way.

Our complaint process has three stages and is designed to be as user-friendly as possible. For full details of how to make a formal complaint and how we will deal with your complaint see **Making a Complaint, Compliment or Suggestion** on our website at [www.homesforharingey.org](http://www.homesforharingey.org).

The Feedback Team will tell Haringey Council, the Homes for Haringey Board and the Tenant Participation Panel about complaints relating to the Resident Involvement Agreement. When there is a complaint about a member of Homes for Haringey staff or Haringey Council staff we may not be able to give full details of the complaint to the Tenant Participation Panel for reasons of confidentiality.

As part of monitoring and reviewing the Resident Involvement Agreement the Tenant Participation Panel looks at complaints and can suggest changes to the way we handle them or to the agreement.

If you have a complaint about a residents' association you should contact the association's Secretary or Homes for Haringey's Resident Involvement Team.

### **Disputes between partners to the agreement**

Where partners hold opposing views about the agreement and cannot sort out their differences through discussion, the Tenant Participation Panel will try to find a solution that all partners accept.

If a member of the Tenant Participation Panel is directly involved in the dispute or has a personal connection with anyone involved, they must say so. They cannot be involved in sorting out the dispute in their role as a member of the Tenant Participation Panel.

If the partners cannot reach an agreement with the help of the Tenant Participation Panel then the panel will call in an independent person to act as a mediator to find a solution that suits everyone. We will use the services of Mediation UK to advise and support us in this process.

## PART 4 Useful information

In this section you will find:

- a Jargon Buster that explains words or expressions that you may not know
- useful documents
- useful contacts and websites.

### Chapter 9 Jargon Buster

Advocate	A resident who works with their neighbours on an estate or in an area where there is no residents' association. The advocate acts as a link with Homes for Haringey
Annual Report	A report that tells residents and others what Homes for Haringey did and how well it performed in the previous year
Best Value	A policy introduced by the government designed to improve the services provided by councils and other public bodies
Black and Minority Ethnic Groups	Residents who have a different cultural background to the majority of Homes for Haringey residents
Code of conduct	A set of rules that explains how people should behave and carry out their work on behalf of a group, panel or residents' association.
Constitution	A document that sets out the aims, powers and rules for a group, panel or residents' association
Delivery Plan	A document that sets out how Homes for Haringey plans to improve services
Environmental improvements	These are improvements to communal areas on estates. They may include improvements to play areas, fencing, rubbish chutes and

	door entry systems
Estate Inspections	Six-monthly estate tours involving residents, staff and local councillors to check on the condition of communal areas on estates with over forty homes
Focus group	A one-off meeting involving a small group of residents. People talk about a single issue and the aim is to find out what they think and why. They can be open groups or certain people may be asked to attend for a particular reason
Leaseholders' Charter	A document that sets out leaseholders' rights, responsibilities and how Homes for Haringey will keep leaseholders informed
Learning log	A record of all the feedback we have received from residents and others that helps us to improve the service we provide
Panels	Panels are permanent groups with the job of looking at different areas of the housing service. Most of them are open to any resident
Quorum	A minimum acceptable number of people with a vested interest in a group or organisation needed to make the proceedings of a meeting valid
Quorate	Having enough people to make a quorum
Recognised residents' association; recognised group; recognised advocate	A group or person who meets Homes for Haringey's conditions to work with residents and help them have their say
Section 20	Under section 20 of the Landlord and Tenant Act (1985) Homes for Haringey must consult about any piece of work that will cost you more than £250 or any contract for more than 12 months for works or services
Resident Involvement Strategy	A document that sets out what Homes for Haringey and Haringey Council will do in the

	coming year to improve the way residents are involved and consulted
Tenants' Charter	A document that sets out tenants' rights, responsibilities and how Homes for Haringey will keep tenants informed about services
Tenant Management Organisation (TMO)	Where tenants take on part or all of the running of housing management services, for example repairs, grounds maintenance and caretaking under the Right to Manage legislation
Terms of reference	A document that sets out the aims, powers and rules for the group, panel or residents' association
Umbrella group	An organisation or group that represents and supports separate smaller bodies with common interests.
Valuing diversity	Recognising and respecting that people are different but equal

## Chapter 10 Useful documents

Here are some other documents that you may find helpful. You can find them on our website at [www.homesforharingey.org](http://www.homesforharingey.org).

- Code of conduct for panels and groups
- Customer Service Standards
- Feedback forms – insert new title
- Leaseholders' Charter
- Making a Complaint, Compliment or Suggestion
- Model constitution for residents' associations
- Protocol on interpreting and use of alternative formats
- Recognition & and funding application form for residents' associations
- Recognition & and funding application form for umbrella groups
- Recognition criteria for residents' associations
- Recognition criteria for umbrella groups
- Recognition of advocates
- Resident Involvement Improvement Plan
- Resident Involvement Strategy
- Tenants' Charter
- Terms of reference for panels and groups
- Resident training criteria
- Resident training programme

## Chapter 11 Useful contacts and websites

### For independent information about residents' and community organisations:

Tenant Participation Advisory Service  
TPAS  
5<sup>th</sup> Floor  
Trafford House  
Chester Road  
Manchester M32 0RS

Tel 0161 868 3500  
Fax 0161 877 6256  
[www.tpas.org.uk](http://www.tpas.org.uk)

Haringey Association of Community and Voluntary Organisations (HAVCO)  
Room 334  
Lee Valley Technopark  
Ashley Road  
London N17 9LN

Tel 020 8880 4087  
Fax 020 8880 4088  
[www.havcoharingey.org.uk](http://www.havcoharingey.org.uk)

Haringey Community Empowerment Network (HARCEN)  
260 - 262 High Rd  
London N15 4AJ

Tel 020 8885 6575  
Fax 020 8885 5123  
[www.harcen.org.uk](http://www.harcen.org.uk)

### For information about the Freedom of Information Act 2000 and the Data Protection Act 1998:

Information Commissioner's Office  
Wycliffe House  
Water Lane  
Wilmslow SK9 5AF

Helpline 01625 545745  
Fax 01625 524 510

Email [mail@ico.gsi.gov.uk](mailto:mail@ico.gsi.gov.uk)  
[www.ico.gov.uk](http://www.ico.gov.uk)

**For information about your right to be consulted and the Right to Manage:**

Department for Communities and Local Government  
Eland House  
Bressenden Place  
London SW1E 5DU

Enquiry Helpdesk 020 7944 4400.  
Fax 020 7944 9645  
Email [contactus@communities.gsi.gov.uk](mailto:contactus@communities.gsi.gov.uk)  
[www.communities.gov.uk](http://www.communities.gov.uk)

**For general information and advice:**

Citizens Advice Bureau (CAB)  
Hornsey Town Hall  
The Broadway  
London N8 9JJ

Tottenham Town Hall  
Approach Road  
London N15 4RY

14a Willoughby Road  
London N8 0JJ

Tel 0870 126 4030  
[www.adviceguide.org.uk](http://www.adviceguide.org.uk)

Age Concern  
Tottenham Town Hall  
Approach Road  
London N15 4RY

Tel 020 8801 2444  
Email [info@acharingey.org.uk](mailto:info@acharingey.org.uk)  
[www.ageconcernharingey.org.uk](http://www.ageconcernharingey.org.uk)

Community Care Team

Haringey Council  
Civic Centre  
High Road  
London N22 8LE

Tel 020 8489 0000  
Email [customer.services@haringey.gov.uk](mailto:customer.services@haringey.gov.uk)  
[www.haringey.gov.uk](http://www.haringey.gov.uk)

Social Services  
Haringey Council  
Civic Centre  
High Road  
London N22 8LE

Tel 020 8489 0000  
Email [customer.services@haringey.gov.uk](mailto:customer.services@haringey.gov.uk)  
[www.haringey.gov.uk](http://www.haringey.gov.uk)

# Appendix 1 Homes for Haringey's Resident Involvement Strategy

2006/8

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## **Purpose**

This strategy is a guide to the approach Homes for Haringey and its residents have decided to follow to make sure that residents have real influence over the services they receive and that the services best meet residents' needs.

## **Ways residents will be heard**

- As individuals – through complaints, suggestions, and individual contact (for example with your Tenancy Management Officer, the Home Ownership Team or supported housing staff)
- Market research – through taking part in surveys or focus groups (informal discussions on a particular subject)
- Formal groups – Homes for Haringey runs a range of panels and working groups, covering different aspects of the service. Most are open to any tenant or leaseholder who wants to attend or join
- Locally – residents living in an estate or area can form residents' associations or community groups with their neighbours to improve things for their communities. Homes for Haringey can help with this. Where such groups do not exist, training is offered to residents who wish to act as advocates – points of contact who can raise communal issues. From time to time, Homes for Haringey may hold meetings on individual estates where there is an issue of concern to many, such as planned building works or a problem with anti-social behaviour
- User groups – Homes for Haringey hosts some groups for people with a particular perspective, for example speakers of another language or disabled people
- Conferences and special events – these will be advertised, usually in the magazine, *Homes Zone*
- Outreach – contact is maintained with some existing community groups, so that information can be given and views heard in return. There is also work to talk with residents, especially those who do not attend meetings, about issues that concern them. This might be done on the street, door to door, at youth clubs, places of worship, or community meeting points, or through their local councillors.

## **Levels of engagement**

- Information – where residents are given information so they know what is going on and how services work
- Consultation – when residents are asked to say what they think about proposals

- Participation – when residents take part in meetings or activities (for example, estate meetings and walkabouts, resident association meetings, or attending a conference)
- Involvement – when residents are engaged in steering a project, or in shaping services (for example through Panels and groups)
- Management – when residents take on management of local housing services under the Right To Manage regulations 1994
- Governance – where residents are part of formal decision-making bodies (such as the Homes for Haringey Board and committees)

### **Main principles**

- We will find ways for issues raised by residents, in whatever way, to be considered and lead to appropriate actions
- We will endeavour to honour our commitments in the resident involvement compact at all times
- Consultation will be:
  - at an early enough stage that residents have the ability to genuinely influence the outcome
  - with those most likely to be affected by the initiative
  - given enough time for proper consideration
  - recorded and reported to the Board before any final decision is made
- Involvement will be:
  - at the level that residents want
  - through the appropriate parts of the resident involvement structure, backed by wider consultation when necessary
  - connected to the Board as described in the resident involvement compact
  - supported by officers of a suitable level and role
- We want to broaden involvement – in other words, get more residents to give us their views and make sure that all parts of the community are asked
- We want to deepen involvement – in other words, to increase residents' understanding of issues and the information available to them so they can play a more influential role in shaping our services
- We want to embed resident involvement across our staff, so that all staff play an appropriate part in listening to what residents have to say
- We want to increase the satisfaction of residents with the way Homes for Haringey engages with them and listens to their views

### **Current Position (August 2006)**

With the agreement of residents, Homes for Haringey introduced a new structure for involving residents when it was created in April 2006. The previous tenant participation compact was also abandoned in favour of creating a new one from scratch.

Terms of reference and a code of conduct for groups hosted by Homes for Haringey have been drawn up, and the recognition and funding criteria for residents' associations and umbrella groups have been revised in consultation with residents.

The process of ensuring that resident involvement is part of the jobs of all Homes for Haringey staff has started. The new Panels are co-ordinated by senior managers with responsibility for services covered by each Panel. Tenancy management has been separated from income recovery (rent collection), and staff are now focussed on the communities they serve and on local engagement with residents. The preparations for decent homes works is already engaging residents in strategic issues, and will ensure high-quality consultation and information locally. There is a target that every member of staff will, at the very least, know about how residents can become involved in the work of Homes for Haringey and will be able to advise individual.

### Specific approaches

Activity/issue	2006/7		2007/8	
	Action	Targets	Action	Targets
Strategy	Develop new strategy (this one)	New strategy written and agreed by Tenant Participation Panel (following consultation with other groups) and by the Board	<ul style="list-style-type: none"> <li>▪ Review success of strategy, update, set actions and targets for 2008/9</li> <li>▪ Increase number of years within strategy so it maps out more of the future. Encourage forward-looking organisation.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strategy reviewed and agreed by Tenant Participation Panel (following consultation with other groups) and by the Board</li> <li>▪ Actions and targets set for 2008/9 and 2009/10</li> </ul>

Activity/issue	2006/7		2007/8	
	Action	Targets	Action	Targets
Compact	<ul style="list-style-type: none"> <li>▪ Develop new compact after wide consultation with stakeholders</li> <li>▪ Promote to residents, staff, Board and Councillors</li> </ul>	<ul style="list-style-type: none"> <li>▪ New compact agreed by Compact Development Subgroup (following consultation with other stakeholders) and the Board</li> <li>▪ Compact monitoring arrangements agreed and put into place</li> <li>▪ Broad staff awareness</li> <li>▪ Board trained</li> <li>▪ Summary sent to all residents with full version on request and on website</li> <li>▪ Full version sent to all councillors and staff</li> <li>▪ Staff training carried out</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue staff training and briefings – we know staff will need some time to become familiar with the principles of the compact, and need to monitor implementation</li> <li>▪ Review success of compact, progress against strategy, and effectiveness of monitoring arrangements</li> <li>▪ Improve practices as a result of review</li> <li>▪ Redraft parts of compact or add/remove/alter sections as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff awareness of compact and its contents as relevant to jobs by end of year: 100% of extended EMT, 90% managers, 70% staff</li> <li>▪ Review carried out and any changes decided put into place</li> </ul>

Activity/issue	2006/7		2007/8	
	Action	Targets	Action	Targets
Embedding involvement	<ul style="list-style-type: none"> <li>▪ Achieve culture change so all staff play appropriate role in involving residents</li> <li>▪ Introduce resident involvement performance targets for staff and ensure these are reported to residents appropriately</li> <li>▪ Agree arrangements for Housing services (the housing functions still inside the Council)</li> <li>▪ Put in place a framework for how the Board and resident involvement will relate to each other</li> </ul>	<ul style="list-style-type: none"> <li>▪ All staff at least able to accurately tell residents about how they can get involved by end March 2007 (mystery shopping to test)</li> <li>▪ Targets agreed, in place and monitored by residents, governance and senior management</li> <li>▪ Service level agreement in place with Housing Services</li> <li>▪ Relationship between Board and resident involvement mutually agreed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide key staff with training to enhance their ability to involve residents well and ensure service improvements result</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training programme agreed with residents and staff and put in place</li> </ul>

Activity/issue	2006/7		2007/8	
	Action	Targets	Action	Targets
'Broadening & Deepening' Involvement	<ul style="list-style-type: none"> <li>▪ Further increase numbers of residents involved, including through outreach and less formal methods</li> <li>▪ Work to engage young people</li> <li>▪ Be able to identify gaps where sections of the community are not engaged formally or informally and have plan to address most significant gaps</li> <li>▪ Collect individual needs/demographics from RAs and existing groups</li> <li>▪ Monitor engagement demographically</li> <li>▪ Capture individual needs on TP database and use to meet needs first time</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased numbers of residents engaged (150 in 04/5, 300 in 05/6)</li> <li>▪ Evidence of meaningful youth engagement</li> <li>▪ Demographics/needs held for 40% of centrally-active residents and 20% of locally-active</li> <li>▪ Individual needs captured and used for all those who complete an individual needs form</li> <li>▪ Engagement by demographic reported to residents and Board, with action plan to improve</li> <li>▪ Plan in place to address non-engagement with key communities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Further increase numbers of residents involved, including through outreach and less formal methods</li> <li>▪ Formalise approach to youth engagement</li> <li>▪ Be able to demonstrate that more sections of the community are engaged formally or informally</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased numbers of residents engaged</li> <li>▪ Youth strategy agreed</li> <li>▪ Demographics/needs held for 60% of centrally-active residents and 40% of locally-active</li> </ul>

Activity/issue	2006/7		2007/8	
	Action	Targets	Action	Targets
'Broadening & Deepening' Involvement (cont)	<ul style="list-style-type: none"> <li>▪ Work with panels and groups to make them more effective</li> <li>▪ Introduce code of conduct and terms of reference for panels and groups and use to encourage residents to become involved and stay involved – challenge behaviour which might put other participants off attending</li> </ul>	<ul style="list-style-type: none"> <li>▪ Higher satisfaction in Annual Activist Questionnaires for 2006/7</li> <li>▪ Code of conduct and terms of reference approved</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consider best ways to support and encourage those new to involvement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strategy/compact updated to help those new to involvement</li> </ul>

Activity/issue	2006/7		2007/8	
	Action	Targets	Action	Targets
Scrutiny and monitoring	<ul style="list-style-type: none"> <li>▪ Set arrangements for monitoring resident involvement in compact</li> <li>▪ In the compact, establish monitoring methods and targets for the compact itself</li> <li>▪ Ensure Panels are given existing performance information for relevant services (including satisfaction information)</li> <li>▪ Agree how residents will take part in annual monitoring meeting with the Council</li> <li>▪ Introduce progress reports for all panels and groups hosted by Homes for Haringey to ensure actions are all followed through</li> </ul>	<ul style="list-style-type: none"> <li>▪ Compact contains agreed monitoring arrangements for resident involvement</li> <li>▪ Compact targets set</li> <li>▪ Panels are given existing monitoring information and agree how they wish to monitor services on an ongoing basis</li> <li>▪ Method agreed for s/electing residents to take part on annual monitoring meeting with the Council</li> <li>▪ Appropriate training in place to support residents in annual monitoring meeting</li> <li>▪ All panels and groups using progress reports by end December 2006</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop more meaningful (to residents) performance monitoring information for Panels</li> <li>▪ Review role of residents in annual monitoring meeting to enhance their role</li> </ul>	<ul style="list-style-type: none"> <li>▪ Each Panel to have explored monitoring possibilities for their services and agreed best approaches</li> </ul>

Activity/issue	2006/7		2007/8	
	Action	Targets	Action	Targets
Residents' groups	<ul style="list-style-type: none"> <li>Complete review of funding and recognition for residents' groups including umbrella groups</li> <li>Tenancy management to develop area/patch strategies (with support from Resident Involvement Team)</li> </ul>	<ul style="list-style-type: none"> <li>Recognition and funding review completed and agreed by Board</li> <li>All groups which hold their AGM in the remainder of the year following agreement of new criteria assessed against those criteria (includes demographic comparison)</li> </ul>	<ul style="list-style-type: none"> <li>Continue to check groups against new criteria as their AGMs take place</li> <li>Review the involvement of those living in street properties – is there a gap in relevant involvement opportunities? What are the solutions?</li> </ul>	<ul style="list-style-type: none"> <li>100% of groups applying for recognition checked</li> </ul>
'Umbrella Groups'	<ul style="list-style-type: none"> <li>Address issue of recognising tenants' federation</li> <li>Assess all umbrella groups who apply for recognition/funding against new criteria</li> </ul>	<ul style="list-style-type: none"> <li>All umbrella groups that apply for recognition checked against new criteria</li> </ul>	<ul style="list-style-type: none"> <li>Explore arrangements for Elderly &amp; Special Needs Panel to see if a better approach is possible (depends on views of sheltered tenants)</li> </ul>	<ul style="list-style-type: none"> <li>Arrangements for ESN Panel reviewed and changes made, if required</li> </ul>
Advocates	<ul style="list-style-type: none"> <li>Assess what differences/improvements have been made as a result of having advocates, including training and support meetings</li> </ul>	<ul style="list-style-type: none"> <li>TP Panel to set framework for assessment</li> <li>Assessment carried out by a lead officer and residents</li> </ul>	<ul style="list-style-type: none"> <li>To be decided on outcome of assessment of advocates</li> </ul>	
Tenant Participation Parties	<ul style="list-style-type: none"> <li>Assess satisfaction of residents with these events</li> </ul>	<ul style="list-style-type: none"> <li>Satisfaction tested as part of Annual Activist Questionnaires</li> </ul>	<ul style="list-style-type: none"> <li>To be decided on outcome of satisfaction with these events in questionnaires</li> </ul>	

Activity/issue	2006/7		2007/8	
	Action	Targets	Action	Targets
Estate inspections	<ul style="list-style-type: none"> <li>▪ Move monitoring function elsewhere (now more a housing management than an involvement issue)</li> <li>▪ Find method to demonstrate the value of estate inspections</li> <li>▪ Feed back key outcomes to residents living in inspection areas</li> <li>▪ Collect any comments from residents about estate inspections</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monitoring function moved</li> <li>▪ Review of outcomes completed</li> <li>▪ Estate newsletters giving inspection outcomes collated by monitoring officer to ensure feedback is given and quality. Report to EMT.</li> <li>▪ Staff who receive comments on estate inspections to forward these to the Learning Log</li> </ul>	<ul style="list-style-type: none"> <li>▪ To be decided on basis of outcomes and comments</li> </ul>	
Estate Services inspectors	<ul style="list-style-type: none"> <li>▪ Design and deliver training to support estate services inspectors</li> <li>▪ Establish regular estate services inspections by residents</li> <li>▪ Establish method to collate results and report on these</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training designed and delivered</li> <li>▪ Estate services inspections happening at agreed frequencies</li> <li>▪ Results reported</li> <li>▪ Action taken to improve performance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Check satisfaction of estate service inspectors in Annual Activist Questionnaires</li> </ul>	<ul style="list-style-type: none"> <li>▪ Overall at least 60% of estate services inspectors fairly or very satisfied</li> </ul>

Activity/issue	2006/7		2007/8	
	Action	Targets	Action	Targets
Estate meetings	<ul style="list-style-type: none"> <li>Establish work instructions for estate meetings (including capturing outcomes, involving councillors, monitoring, triggers, timescales, and involving other agencies. Linked to area/patch strategies)</li> </ul>	<ul style="list-style-type: none"> <li>Work instructions published and outcomes tracked</li> </ul>	<ul style="list-style-type: none"> <li>Further develop approach to estate meetings</li> <li>Ensure that local consultation on decent homes work is effective</li> </ul>	<ul style="list-style-type: none"> <li>Able to demonstrate that estate meetings have led to issues being addressed/ improvements in service/community needs being met</li> </ul>
Estate agreements and local compacts	<ul style="list-style-type: none"> <li>Complete Stonebridge compact</li> </ul>	<ul style="list-style-type: none"> <li>Stonebridge compact agreed</li> </ul>	<ul style="list-style-type: none"> <li>Offer estate agreements to estates where residents would like them and will engage with them</li> </ul>	<ul style="list-style-type: none"> <li>3 new agreements being developed</li> </ul>
Tenant Management Organisations	<ul style="list-style-type: none"> <li>Complete Broadwater Farm project</li> <li>Include TMOs in compact and strategy</li> <li>Promote the development of TMOs on estates where residents are interested in tenant management (promote through existing residents' associations)</li> </ul>	<ul style="list-style-type: none"> <li>Broadwater Farm development project concluded</li> <li>Compact to have section on TMOs</li> <li>Information about TMOs and the Right To Manage sent to all recognised residents' associations</li> </ul>	<ul style="list-style-type: none"> <li>Work with groups who show an interest in exploring tenant management, including supporting groups in appointing agencies to work with</li> </ul>	
Housing Management Board & Area Housing Forums	<ul style="list-style-type: none"> <li>Council to make decision on the future of HMB and AHFs</li> </ul>	<ul style="list-style-type: none"> <li>Decision made</li> </ul>		

Activity/issue	2006/7		2007/8	
	Action	Targets	Action	Targets
Neighbourhood assemblies	<ul style="list-style-type: none"> <li>▪ Publish details of assemblies on estate notice boards and in Homes Zone</li> <li>▪ Ensure suitable HfH staff presence at assemblies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Details published</li> <li>▪ HfH staff attend all assemblies at appropriate level</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue to promote and support Area Assemblies</li> <li>▪ Agree protocol for joint working and information sharing with Neighbourhoods Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ Protocol produced</li> </ul>
Residents' Consultative Forum	<ul style="list-style-type: none"> <li>▪ Ensure that all workshops have clear objectives and that residents can include agenda items</li> </ul>		<ul style="list-style-type: none"> <li>▪ Continue to publicise and run the Forum</li> </ul>	

Activity/issue	2006/7		2007/8	
	Action	Targets	Action	Targets
Panels and subgroups	<ul style="list-style-type: none"> <li>▪ Develop mechanism for tracking outcomes and progress</li> <li>▪ Hold at least one meeting of lead officers for Panels to discuss Annual Activist Questionnaire results and best practice</li> <li>▪ Complete consultation on terms of reference and code of conduct and gain Board/ Committee approval</li> <li>▪ Complete work of procurement subgroup</li> <li>▪ Establish role and title of Asset management subgroup</li> <li>▪ Consider forming new subgroup for environmental works</li> </ul>	<ul style="list-style-type: none"> <li>▪ Outcomes captured</li> <li>▪ Meeting held and suggested improvements noted and circulated to panel members for consultation</li> <li>▪ Terms of reference and Code of conduct agreed</li> <li>▪ Decent Homes construction partners procured</li> <li>▪ Agreed role and name of Asset management subgroup</li> <li>▪ Strategic approach and framework for decent homes work (including dispute resolution and leasehold issues) agreed with residents via Asset Management Subgroup (with wider consultation)</li> <li>▪ New subgroup for environmental works established with clear terms of reference, with residents recruited (or this work included in remit of another group)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review the number and nature of Panels and subgroups. Can Panels become more effective?</li> <li>▪ Ensure that residents are fully engaged in monitoring the decent homes, environmental works and planned maintenance programmes</li> <li>▪ Finalise local consultation arrangements for decent homes works</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review of panels and subgroups report produced</li> <li>▪ Satisfaction of residents involved in asset management work checked in annual activist questionnaires</li> </ul>

Activity/issue	2006/7		2007/8	
	Action	Targets	Action	Targets
Training	<ul style="list-style-type: none"> <li>▪ Collate and publish training needs analysis</li> <li>▪ Develop training programme with training subgroup</li> <li>▪ Explore sharing training with other local authorities</li> <li>▪ Publicise available training</li> <li>▪ Start delivery of training programme</li> <li>▪ Ensure that training is developed to build residents' capacity to stand for Board and to act in a governance role</li> <li>▪ Create induction training for resident involvement (alongside induction pack)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training needs analysis report published</li> <li>▪ Training programme developed and publicised (including on web)</li> <li>▪ Other local authorities contacted and agreements reached on sharing training where possible</li> <li>▪ Training course for potential Board members developed</li> <li>▪ Induction training and pack developed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue to develop and deliver training as agreed in the programme</li> <li>▪ Continue to explore possibilities for further shared training with other organisations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Indicate question on satisfaction with training programme in 2006/7 Annual Activist Questionnaires</li> </ul>

Activity/issue	2006/7		2007/8	
	Action	Targets	Action	Targets
Tenants' and leaseholders' annual conference	<ul style="list-style-type: none"> <li>▪ Establish resident steering group for conference</li> <li>▪ Plan residents' conference with steering group and Board</li> <li>▪ Hold conference</li> <li>▪ Publish report to all who attended and key stakeholders detailing outcomes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Steering group recruited</li> <li>▪ Conference held</li> <li>▪ Positive feedback on conference from participants</li> <li>▪ Report sent and published on website</li> </ul>	<ul style="list-style-type: none"> <li>▪ Agree with Board the main themes, preferred venue, approach and budget for 2007 conference</li> <li>▪ Book venue</li> <li>▪ Plan with residents and Board</li> <li>▪ Hold conference</li> <li>▪ Feed results back to residents and other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Approach agreed with Board</li> <li>▪ Details agreed with residents and Board</li> <li>▪ Conference held</li> <li>▪ Report published</li> </ul>
Tenants' & leaseholders' survey	<ul style="list-style-type: none"> <li>▪ Complete postal survey and ensure results used to create action plan for improvement</li> <li>▪ Procure market research services</li> <li>▪ Agree approach to surveys (potentially mini-surveys by telephone)</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2006 postal survey action plan produced</li> <li>▪ Market research services procured</li> <li>▪ New survey approach agreed and put into action</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase effectiveness of using market research to drive improvement and underpin consultation and involvement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Able to demonstrate clear links between market research results and improvement plans</li> </ul>
Focus groups & market research	<ul style="list-style-type: none"> <li>▪ Write procedure for bids for market research</li> </ul>	<ul style="list-style-type: none"> <li>▪ Procedure written and implemented</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue to place emphasis on wide research to gain more residents' views</li> </ul>	<ul style="list-style-type: none"> <li>▪ Effective use of market research budget</li> </ul>

Activity/issue	2006/7		2007/8	
	Action	Targets	Action	Targets
Mystery Shopping	<ul style="list-style-type: none"> <li>▪ Test that all staff can signpost involvement opportunities</li> <li>▪ Make sure that mystery shopping results are presented to Panels</li> </ul>	<ul style="list-style-type: none"> <li>▪ All staff able to advise residents on ways to get involved</li> </ul>	<ul style="list-style-type: none"> <li>▪ Agree best approach to continued mystery shopping, including procurement and potential resident mystery shoppers</li> </ul>	<ul style="list-style-type: none"> <li>▪ New approach agreed and procured</li> </ul>
Benchmarking	<ul style="list-style-type: none"> <li>▪ Access available benchmarking data on resident involvement and assess with TP Panel</li> </ul>	<ul style="list-style-type: none"> <li>▪ Data assessed and proposals made for improvement</li> <li>▪ Strategy/Compact updated accordingly</li> </ul>	<ul style="list-style-type: none"> <li>▪ TP Panel say most meaningful comparisons with other organisations come from networking at conferences. Produce opportunities to do this, perhaps by HfH hosting a London benchmarking conference.</li> </ul>	<ul style="list-style-type: none"> <li>▪ HfH clear on how it measures up with similar organisations and takes action to improve</li> </ul>

Activity/issue	2006/7		2007/8	
	Action	Targets	Action	Targets
Young people	<ul style="list-style-type: none"> <li>▪ Research and report on all existing Council engagement with young people: what can HfH tap into?</li> <li>▪ Outreach worker to be recruited: part of their role will be to engage young people outside of meetings</li> <li>▪ Create strategy for engaging with young people</li> <li>▪ Assess value of outreach officer post and decide if funding will be given for further year/s</li> </ul>	<ul style="list-style-type: none"> <li>▪ Existing engagement and ways to use it identified</li> <li>▪ Outreach plan agreed and implemented, with results evaluated and actioned</li> <li>▪ Youth strategy drafted</li> <li>▪ Decision made on outreach post</li> </ul>	<ul style="list-style-type: none"> <li>▪ Follow youth strategy</li> <li>▪ To be decided after decision on outreach post</li> </ul>	
Community Group outreach	<ul style="list-style-type: none"> <li>▪ Ensure all groups contacted last year are informed and consulted as agreed with them and that outcomes are recorded</li> </ul>	<ul style="list-style-type: none"> <li>▪ All groups are satisfied with their contact with HfH, including that issues raised by them are taken up (measured in 2006/7 Annual Activist Questionnaires)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Expand network of groups</li> <li>▪ Consider bringing together on common issues</li> <li>▪ Improve quality of contact</li> </ul>	<ul style="list-style-type: none"> <li>▪ Higher satisfaction of community groups with engagement</li> </ul>
TP database	<ul style="list-style-type: none"> <li>▪ Explore possibilities for future of database, given threat from corporate policy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Approach for future agreed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implement new approach</li> </ul>	<ul style="list-style-type: none"> <li>▪ New approach able to deliver the same or better functionality</li> </ul>

Activity/issue	2006/7		2007/8	
	Action	Targets	Action	Targets
Promotion of resident involvement	<ul style="list-style-type: none"> <li>▪ Ensure promotional materials/information given to new residents at six-week visit</li> <li>▪ Develop RI promotion plan and implement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Audit of checksheets show that promotional materials/information have been given</li> <li>▪ Record source on database shows residents have volunteered as a result of six-week visit info</li> <li>▪ RI promotion plan written and implemented</li> </ul>		<ul style="list-style-type: none"> <li>▪ Increased resident awareness of and satisfaction with RI opportunities in survey (???)</li> </ul>
Homes for Haringey and Housing Services	<ul style="list-style-type: none"> <li>▪ Draft Service Level Agreement</li> </ul>	<ul style="list-style-type: none"> <li>▪ SLA drafted</li> </ul>		<ul style="list-style-type: none"> <li>▪ SLA agreed</li> </ul>
Resource Centre			<ul style="list-style-type: none"> <li>▪ Determine demand for and purpose of a resource centre for residents</li> <li>▪ Depending on outcome, seek to secure and equip resource centre with suitable upkeep and support arrangements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Demand and purpose established</li> </ul>

**The Executive***On 19 December 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 17 (2006-7) has not previously been reported.

**2. Recommendations**

That the report be noted.

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

**Contact officer:** Richard Burbidge

**Telephone:** 020 8489 2923

**4. Access to information:**

Local Government (Access to Information) Act 1985

4.1 Background Papers

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

Executive Member Consultation Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.





**The Executive***On 19 December 2006***Report title: DELEGATED DECISIONS AND SIGNIFICANT ACTIONS****Report of: The Chief Executive****1. Purpose**

To inform the Executive of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers in May 2006. Significant actions (decisions involving expenditure of more than £50,000) taken during the same period are also detailed.

**2. Recommendations**

That the report be noted.

**Report authorised by:** Ita O'Donovan, Chief Executive**Contact officer:** Richard Burbidge**Telephone:** 020 8489 2923

**4. Access to information:**

Local Government (Access to Information) Act 1985

4.1 Background Papers

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

Delegated Decisions and Significant Actions Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

## ASSISTANT CHIEF EXECUTIVE (Access)

### Significant decisions - Delegated Action November 2006

◆ denotes background papers are Exempt.

Items in **bold** denote agreed decisions over £50k

No	Date approved by ACE (Access)	Title	Decision
1.	02/11/06	Application Approval – Projects in Tottenham & Seven Sisters Area Assembly	Agreed
2.	07/11/06	Project Appraisal Services for the Bridge NDC	Agreed
3.	27/11/06	Variation to the Public-i webcasting contract to increase the hours available for multimedia material	Agreed

### Delegated Action

Type	Number
Neighbourhood Renewal Fund 2006/07	NRF1

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**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE  
TUESDAY, 14 NOVEMBER 2006**

Councillors Mallett (Chair), \*Diakides, Haley, \*B.Harris, Meehan and \*Reith.

\*Present

MINUTE NO.	SUBJECT/DECISION	ACTION BY
PROC17	<p><b>APOLOGIES FOR ABSENCE</b> (Agenda Item 1)</p> <p>Apologies for absence were submitted by our Chair, Councillor Mallett (for whom Councillor B. Harris substituted) and Councillors Haley and Meehan (for whom Councillor Reith) substituted.</p> <p>In the absence of Councillor Mallett, Councillor Diakides took the Chair.</p>	
PROC18	<p><b>MINUTES</b> (Agenda Item 4)</p> <p><b>RESOLVED:</b></p> <p>That the minutes of the meetings held on 18 and 25 July 2006 be approved and signed.</p>	HMS
PROC19	<p><b>CONTRACTUAL ARRANGEMENTS FOR SIX CULTURALLY SPECIFIC DAY CARE SERVICES</b> (Report of the Director of Social Services - Agenda Item 6)</p> <p>We noted that the move away from fully paid block contracts, regardless of activity, towards variable block contracts the value of which was limited to activity, had been implemented on 1 April 2006 and that the effect of this change to date was £141,000 in savings for the Council.</p> <p>We also noted that the further change recommended in the report, away from block contracts and towards spot contracts might have further financial implications. It was anticipated that three of the providers might continue to operate at full capacity while the other three might not and savings on the full contract cost would fluctuate accordingly. However, as outlined in paragraph 11.2 of the interleaved report it was the Council's intention to increase support to the providers so that they could all develop their markets, purchasing from other local authorities as well Haringey. If successful, their businesses would flourish and the Council would have achieved Value for Money. We were advised that it was considered prudent to assume that annual savings would continue at a level of £141,000 p.a. although this figure might increase according to the number of spot contracts. All six contracts were tightly monitored for performance and financial efficiency and this would continue.</p> <p>We were disappointed at the absence of any equalities comments in the report given its purpose and noted that work was in hand on the development of a strategic approach to the provision of day care services.</p>	

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	<p><b>RESOLVED:</b></p> <p>That approval be granted to the change from existing block contracts for care to spot contracts linked to individual clients for the Cypriot Centre, Irish Centre, Chinese Centre, Asian Centre, Grace and ACLC (African-Caribbean Leadership Council with effect from January 2007.</p>	DSS
PROC20	<p><b>COOMBES HOUSE, LOWRY HOUSE, PROTHEROE HOUSE AND WILLIAM ATKINSON HOUSE - LIFT MODERNISATION WORKS</b> (Report of the Director of Social Services - Agenda Item 7)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>In response to a question it was confirmed that the works would involve the loss of service for the residents for the on-site period of approximately 10 weeks and that special arrangements were proposed for residents with mobility problems.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That, in accordance with Contract Standing Order 11, approval be granted to the award of the contract for lift modernisation works at Coombes House, Lowry House, Protheroe House and William Atkinson House to Apex Lifts Ltd. in the sum of £304,054 with a contract period of 30 weeks.</li> <li>2. That the fees of £59,364 and the total cost of the project of £363,418 be noted.</li> </ol>	DSS
PROC21	<p><b>DECENT HOMES PROCUREMENT</b> (Report of the Director of Social Services - Agenda Item 8)</p> <p>We noted the methods which had been adopted to appoint to separate framework agreements as follows -</p> <ul style="list-style-type: none"> <li>• Decent Homes Constructor Partners to undertake the surveys, design and refurbishment of Council homes in four Areas within the Borough. These areas are known as Contract Areas and are currently named (subject to agreement) as Wood Green, Hornsey, North Tottenham, and South Tottenham.</li> <li>• Compliance Team (External Consultants) to act as Client Representatives undertaking the services of Project, Cost &amp; Risk Management and Planning Supervisor (Health and Safety) across the Contract Areas.</li> <li>• Planned Preventative Maintenance (PPM) Constructor Partners to carry-out primarily external decorations and environmental works</li> </ul>	

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	<p>within the Contract Areas</p> <p>We also noted that the report was intended to inform us of the procurement activity currently underway which would eventually lead to the appointment of the above-mentioned framework agreements. The Decent Homes Constructor Partner(s) and Compliance Team(s) would be commissioned to ensure that the Council delivered the Department for Communities and Local Government (DCLG) Decent Homes target by 2010 (subject to legislative changes). The PPM Constructor framework would be commissioned to maintain the communal and external areas of the properties to ensure that Haringey fulfilled its Landlord obligations.</p> <p>Clarification having been sought as to why compliance consultants were to be engaged for the day to day management of the contractors rather than in-house staff being used, we were informed that the programme involved a massive investment over a short period of time which made this necessary. Lessons had been learned from recent problems of management of major contracts and Clerks of Works and Surveying functions remained in-house. In addition a new Head of Assets had recently been appointed.</p> <p><b>RESOLVED:</b></p> <p style="padding-left: 40px;">That the report and the three separate procurement streams outlined be noted.</p>	
<p><b>PROC22</b></p>	<p><b>APPOINTMENT OF DESIGN TEAM PARTNERS TO FRAMEWORK AGREEMENT</b> (Report of the Acting Director of Finance - Agenda Item 9)</p> <p>We were informed that the Council had confirmed £178.72 million of Department for Education and Skills (DfES) funding from the Building Schools for the Future (BSF) programme, aimed at transforming the delivery of secondary education in the Borough. We were also informed that the programme required extensive design and build to deliver “inspiring environments”. A mix of new build and refurbishment / remodelling would be included in the package and a framework agreement of between 3 and 5 Design Team Partners would be appointed to deliver the design work.</p> <p>We noted the following revised comments of the Head of Legal Services which were tabled –</p> <p>‘The EU Directive on public procurement (the Consolidated Directive), as implemented in the UK by the Public Contracts Regulations 2006, allows local authorities to enter into framework agreements with contractors, and to select contractors for specific projects from the contractors with which framework agreements have been concluded.</p> <p>The BSF Design Team Partners framework agreement has been advertised in the Official Journal of the EU in accordance with the Public</p>	

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	<p>Contracts Regulations 2006 under the restricted procedure, which is procedure whereby expressions of interest are invited by way of advertisement in the Official Journal of the EU, with a selection of the contractors who have expressed an interest being invited to submit tenders.</p> <p>The Head of Legal Services has been light-touch monitoring the work of the Council's external legal advisers (Eversheds) in relation to the procurement of the BSF Design Team Partners framework agreement, and notes the progress to date on the procurement'.</p> <p>We also noted that Councillor Mallett (as Chair of our Committee) had agreed to a special meeting being held on 7 December for the purpose of approving the recommendations resulting from the evaluation of process.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That the appointment process undertaken to date as outlined in this report be endorsed.</li> <li>2. That it be noted that a special meeting of the Executive Procurement Committee was to be held on 7 December 2006 for the purpose of approving the recommendations resulting from the evaluation process.</li> <li>3. That it be noted that the Committee would be informed on a regular basis about the procurement activity being undertaken through the BSF programme.</li> </ol>	<p>HPr</p> <p>All to note</p>
<p><b>PROC23</b></p>	<p><b>REVIEW OF CONTRACT STANDING ORDERS</b> (Report of the Acting Director of Finance - Agenda Item 10)</p> <p><b>RESOLVED:</b></p> <p>That consideration of the report be deferred to the special meeting of the Committee on 7 December 2006.</p>	<p>HPr HMS</p>
<p><b>PROC24</b></p>	<p><b>NEW ITEM OF URGENT BUSINESS – OLDER PEOPLES SERVICES RESIDENTIAL PROVISION – WAIVER AND AWARD OF CONTRACTS</b> (Report of the Director of Social Services – Agenda Item 11)</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because any delay in the decision making process would lead to providers releasing care beds for older people to other local authorities.</p> <p>We noted that the report sought our agreement to a waiver of Contract Standing Order 6.04 (Requirement to Tender) which required that</p>	

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	<p>competitive tendering processes be carried out for the letting of contracts for the provision of residential and nursing care for older people. We also noted that it was intended to bring to us for approval all awards of contracts for residential and nursing care for older people.</p> <p>Concern was expressed about the need for a coherent commissioning strategy for older peoples residential provision in the context of the review of services for the elderly. Disquiet was also voiced about how it was to be ensured that the block contracts proposed would be appropriate and represent value for money for the Council.</p> <p>We were informed that an exercise was being undertaken by the Commissioning Service to predict the capacity for beds needed both internally and externally. It was envisaged that the outcome would be increased demand for dementia care and nursing care beds. Once this work had been completed the Service would be seeking to establish block contracts with a number of providers to give stability in the market and ensure that the Council had access to supply at a fair price to both the Borough and providers. All providers would be CSCI registered and such registration required compliance with all relevant legislation. Contracts would be monitored post award to ensure continued compliance.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That, in accordance with Contract Standing Order 7.03(d), approval be granted in principle to a waiver of Contract Standing Order 6.04 for the letting of contracts for the provision of residential and nursing care for older people until 31 December 2007 with an option to extend this period for up to six months should the need arise.</li> <li>2. That all awards of contracts for residential and nursing care for older people be submitted to our Committee for approval.</li> </ol>	<p>DSS</p> <p>DSS</p>
<p><b>PROC25</b></p>	<p><b>MINUTES</b> (Agenda Item 13)</p> <p><b>RESOLVED:</b></p> <p>That the exempt minutes of the meeting held on 25 July 2006 be approved and signed.</p>	<p>HMS</p>

ISIDOROS DIAKIDES  
In the Chair

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**MINUTES OF THE EXECUTIVE MEMBER SIGNING  
THURSDAY, 23 NOVEMBER 2006**

Present: Councillor Nilgun Canver (Executive Member for Crime and Community Safety).

**IEXM1 MINUTES**

**RESOLVED:**

That the minutes of the meeting held on 17 March 2006 be approved and signed.

**IEXM2 SPIAZZO CAFE, 26 THE BROADWAY, CROUCH END, N8** (Report of the Director of Environmental Services – Agenda Item 5)

It was noted that a café known as Spiazzo at 26 The Broadway N8, had opened in early April 2006 and that shortly after tables and chairs had been placed outside the café on land managed by Property Services without consent from the land owner. After discussions between Council officers and the owner of the property, an agreement had been reached for the use of the land.

A contract had been drafted by the Council's Legal Services for the use of the land for the placement of tables and chairs and it was proposed that an annual rent be charged to the proprietor for the use of this land, managed by the Local Authority. It was also noted that the Council's Property Services were charging the proprietor of Café Spiazzo an annual figure of £8,000, subject to annual inflation increases, for the renting and use of this area. Incorporated into this annual figure was a proposed £500 licensing charge which would be subject to annual inflation increase, for the licensing of the tables and chairs under the London Local Authorities Act 1990.

The proposed £500 licensing fee for the tables and chairs would be deducted from the £8,000 rent and transferred from the Council's Property Services account to its Street Enforcement account. The proposed £500 licensing fee was to cover the continued Enforcement of the site and the processing of the application and any other costs that are associated with this matter. The £500 charge would be inflated annually upon renewal of the contract with Property Services.

**RESOLVED:**

That a fee of £500 be charged for a one year's licence and each year subject to inflation increases, for tables and chairs outside the Café known as Spiazzo, 26 The Broadway N8.

Nilgun Canver  
Executive Member for Crime and Community Safety

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