

NOTICE OF MEETING

Executive

TUESDAY, 23RD JANUARY, 2007 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 below. New items of exempt business will be dealt with at item below).

3. DECLARATIONS OF INTEREST

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

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

4. MINUTES (PAGES 1 - 8)

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

5. DEPUTATIONS/PETITIONS/QUESTIONS/PRESENTATIONS

To consider a presentation from the Local Government Ombudsman any requests received in accordance with Standing Orders.

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

7. PROGRAMME HIGHLIGHT REPORT - NOVEMBER 2006 (PAGES 9 - 92)

(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 November 2006.

8. THE COUNCIL'S PERFORMANCE - NOVEMBER 2006 (PAGES 93 - 126)

(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 November 2006 using the balanced scorecard format.

9. FINANCIAL PLANNING 2007/8 TO 2009/10

(a) (Report of the Acting Director of Finance – To be introduced by the Executive Member for Finance): To consider the proposed budget package for 2007/08 and later years. **To follow**

(b) (Report of the Chair of the Overview & Scrutiny Committee) **To follow**

10. REVIEW OF PARKING FEES AND CHARGES

(Report of the Interim Director of Environmental Services – To be introduced by the Executive Member for Environment and Conservation): To recommend changes to a number of fees and charges applied by the service and to recommend the introduction of an emission based charging structure for parking permits and a different charging structure for second and subsequent permits. **To follow**

11. COUNCIL'S COMMUNITY BUILDINGS PORTFOLIO (PAGES 127 - 142)

(Report of the Director of Corporate Resources – To be introduced by the Executive Member for Finance): To assess the performance and suitability of the portfolio in relation to the Council's objectives of developing and providing excellent community services by working with the voluntary sector.

12. HARINGEY HOUSING DIVERSITY AND EQUALITIES STRATEGIC FRAMEWORK (PAGES 143 - 226)

(Report of the Interim Director of Social Services and Housing – To be introduced by the Executive Member for Housing): To recommend the approval of the Housing Diversity and Equalities Framework and Action Plan.

13. HARINGEY LOCAL AREA AGREEMENT 2007/2010 (PAGES 227 - 230)

(Report of the Assistant Chief Executive (Policy, Performance, Partnerships and Communications) – To be introduced by the Executive Member for Community Involvement): To approve Haringey's Local Area Agreement.

14. DISCRETIONARY LICENSING IN THE PRIVATE RENTED SECTOR (PAGES 231 - 244)

(Report of the Interim Director of Urban Environment – To be introduced by the Executive Member for Crime and Community Safety): To introduce a discretionary licensing scheme in Haringey and to establish a pilot scheme within the Myddleton Road Area of Bounds Green.

15. RECYCLING STRATEGY (PAGES 245 - 294)

(Report of the Interim Director of Urban Environment – To be introduced by the Executive Member for Environment and Conservation): To propose the adoption of a recycling strategy for Haringey and present options for developing and expanding recycling collection services in the next 3 years.

16. GROUNDWORK TRUST PARTNERSHIP (PAGES 295 - 366)

(Report of the Interim Director Of Urban Environment) – To be introduced by the Executive Member for Enterprise and Regeneration in consultation with the Executive Member for Environment & Conservation): To recommend approval of Groundwork's proposed business plan and ratification of a proposal to become a formal Council partner. To seek approval for core funding to support a new Groundwork Trust in Haringey.

17. URGENT ACTIONS IN CONSULTATION WITH THE LEADER OR EXECUTIVE MEMBERS (PAGES 367 - 370)

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

18. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (PAGES 371 - 376)

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

19. MINUTES OF SUB-BODIES (PAGES 377 - 380)

Procurement Committee – 7 December 2006

20. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 2 above.

21. EXCLUSION OF THE PRESS AND PUBLIC

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

22. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at item 2 above.

Yuniea Semambo
Head of Member Services
5th Floor
River Park House
225 High Road
Wood Green
London N22 8HQ

Richard Burbidge
Principal Support Manager
Tel: 020-8489 2923
Fax: 020-8881 5218
Email: Richard.burbige@haringey.gov.uk

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

*Present

Also Present: Councillors Bull, Oakes and Thompson.

MINUTE NO.	SUBJECT/DECISION	ACTON BY
TEX122.	APOLOGIES FOR ABSENCE Apologies for absence were submitted by Councillors Basu and Haley	
TEX123.	DECLARATIONS OF INTEREST (Agenda item 2) Councillor Santry declared an interest in respect of agenda items 15 – Admissions to Schools – Approval to Consult and 17 – Homes for Haringey Quarterly Performance Report. Councillor Canver declared an interest in respect of item 15 – Admissions to Schools – Approval to Consult .	HMS HMS
TEX124.	MINUTES (Agenda Item 4) RESOLVED: That the minutes of the Executive held on 21 November 2006 be approved and signed.	HMS
TEX125.	DEPUTATIONS/PETITIONS/QUESTIONS (Agenda Item 5) Haringey Unison We received a deputation from Haringey Unison the spokesperson of whom, Mr Chris Taylor addressed our meeting in respect of item 9 on the agenda - Libraries, Archives and Museum Service, Restructure. The deputation expressed their concerns about the proposals and asked that we either reject the proposals or defer our consideration in order to allow further discussions to take place. Having answered questions put to them by Members of the Executive they then withdrew The Chair thanked the deputation for their attendance and advised them that the representations they had made would be considered as part of our deliberations on the report. (See Minute TEX 129 below).	
TEX126.	PROGRAMME HIGHLIGHT REPORT - OCTOBER 2006 (Report of the Chief Executive - Agenda Item 6)	

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	<p>RESOLVED:</p> <p>That the report be noted.</p>	
TEX127.	<p>THE COUNCIL'S PERFORMANCE - OCTOBER 2006 (Joint Report of the Chief Executive and the Acting Director of Finance - Agenda Item 7)</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the report be noted. 2. That approval be granted to the virements as set out in section 14 of the interleaved report. 	DF
TEX128.	<p>FINANCIAL PLANNING 2007/8 TO 2009/10 (Report of the Acting Director of Finance - Agenda Item 8)</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the draft local government settlement be noted. 2. That approval be granted to the proposed budget changes and variations as detailed in the interleaved report. 3. That the overall resource shortfall, prior to the Executive's final budget package, be noted. 4. That the issues in respect of council tax, the children's services budget, the HRA budget and the capital programme be noted. 	DF
TEX129.	<p>LIBRARIES , ARCHIVES AND MUSEUM SERVICE – RESTRUCTURE (Report of the Assistant Chief Executive (Access) - Agenda Item 9)</p> <p>We noted that when drawing up the new structure a working party including representatives of all level of staff had been established which had made contributions which were reflected in the report. We also noted that informal consultation with UNISON had commenced in November since which time there had been regular meetings with the Assistant Branch Secretary as well as meetings with staff at each of the 3 main libraries and meetings with Saturday staff. These meetings had been productive and had provided feedback which had influenced the report now submitted.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the structure proposed in the interleaved report as a basis for formal consultation with affected staff 2. That approval be granted to the delegation of authority to finalise the structure following consultation with staff to the Assistant Chief Executive (Access) or the Director of Adults, Culture and 	<p>ACE-A</p> <p>ACE-A</p>

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	Community Services, in consultation with the Executive Member for Community Involvement.	
TEX130.	<p>FURTHER ALTERATIONS TO THE LONDON PLAN (Report of the Interim Director of Environmental Services - Agenda Item 10)</p> <p>RESOLVED:</p> <p>That the responses to the draft Further Alterations to the London Plan as set out in Appendix 1 to the interleaved report be approved and submitted to the Mayor of London.</p>	DEnv
TEX131.	<p>NORTH LONDON JOINT WASTE DEVELOPMENT PLAN DOCUMENT (Report of the Chief Executive - Agenda Item 11)</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the arrangements for the preparation of a Joint Waste Development Plan Document be noted. 2. That the Council be recommended to approve the preparation of the Joint Waste Development Plan Document. 	DEnv HMS – Report to Cncl
TEX132.	<p>CENTRAL LEESIDE AREA ACTION PLAN (Report of the Chief Executive - Agenda Item 12)</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the arrangements for the preparation of a Central Leaside Area Action Plan jointly with Enfield Council be noted. 2. That the Council be recommended to approve the preparation of the Central Leaside Joint Area Action Plan Document. 	DEnv HMS – Report to Cncl
TEX133.	<p>UNITARY DEVELOPMENT PLAN - ANNUAL MONITORING REPORT (Report of the Interim Director of Environmental Services - Agenda Item 13)</p> <p>RESOLVED:</p> <p>That approval be granted to the Annual Monitoring Report for submission to the Government Office for London.</p>	DEnv
TEX134.	<p>DELIVERING EARLY CHILDHOOD SERVICES IN HARINGEY: MEETING THE CHALLENGE OF THE CHILDCARE ACT, 2006 (Report of the Director of the Children and Young People's Service - Agenda Item 14)</p> <p>We noted that it had been intended to submit a more comprehensive report including proposals in relation not only to the children's centres</p>	

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	<p>for development in Phase II but also in respect of a unified childcare fee structure in children's centres and arrangements for voluntary early years sector funding. However, the report now submitted addressed only the first of these issues and the remaining two would be dealt with in a further report.</p> <p>RESOLVED:</p> <p>That approval be granted to the identified 8 children's centres for development in Phase II as detailed in the interleaved report to meet a total of 18 centres in place for March 2008</p>	DCS
TEX135.	<p>ADMISSIONS TO SCHOOLS - APPROVAL TO CONSULT (Report of the Director of the Children and Young People's Service - Agenda Item 15)</p> <p>Councillor Santry declared a personal interest in respect of this item by virtue of being a school Governor of Welbourne Primary School.</p> <p>Cllr Canver declared a prejudicial interest in respect of this item by virtue of having a child in attendance at Fortismere School and left the room while the item was discussed.</p> <p>Concern having been expressed about the proposals from the Fortismere Governing Body for sixth form admission arrangements for the 2008/09 school year, we were advised that while the Council would consult on the proposals it did not support them and would make this clear in a press release which invited people to comment and that following the consultation the Council's position would be brought to the attention of the Schools Admissions Forum (SAF).</p> <p>With regard to the proposed arrangements for admission to the Haringey Sixth Form Centre, clarification was sought of Point 3 – 'To students on roll in Year 11 at other schools' and more particularly of whether this related to solely Haringey schools or to out of borough schools also. Further, would some additional priority be accorded to pupils of Fortismere School if the proposals of that school's Governing Body in relation to sixth form entry there were adopted. We were advised that these matters would need to be taken away for further consideration.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the proposed admission arrangements as set out in the interleaved report for consultation for all community primary and secondary schools and St Aidan's Voluntary Controlled Primary School. 2. That approval be granted to the proposed admission arrangements for consultation for sixth form provision in Alexandra Park School, the Highgate/Hornsey Consortium. 3. That authority to approve the proposed arrangements for 	<p>HMS</p> <p>HMS</p> <p>HCC</p> <p>DCS</p> <p>DCS</p> <p>DCS</p>

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	<p>consultation for the new Sixth Form Centre be delegated to the Director of the Children and Young People's Service in consultation with the Executive Member for Children and Young People following clarification of the points outlined above.</p> <p>4. That approval be granted to 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.</p> <p>5. That approval be granted to 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 and it be noted that at secondary level, this would entail the Council's continued participation in the Pan-London Scheme.</p>	<p>DCS</p> <p>DCS</p>
TEX136.	<p>ADULT SOCIAL CARE ANNUAL REVIEW LETTER AND STAR RATING FOR 2005/06 (Report of the Interim Director of Social Services and Housing - Agenda Item 16)</p> <p>In response to a question we noted that the question of providing advocacy services to support adults with learning disabilities and mental health problems would be considered in the light of the budget setting for 2007/08.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the annual review monitoring letter 2005/06 be noted. 2. That it be noted that the Council had moved from two stars in 2004/05 to one star in 2005/06. 3. That it be noted that there were areas for improvement on which the Council's Social Services needed to focus in order to improve on their star rating for 2006/07. 	
TEX137.	<p>HOMES FOR HARINGEY QUARTERLY PERFORMANCE REPORT (Report of the Interim Director of Social Services and Housing - Agenda Item 17)</p> <p>Councillor Santry declared a personal interest in respect of this item by virtue of being a member of the Homes for Haringey Board.</p> <p>We noted that since the production of the report there had been further improvements in Homes for Haringey's performance including that in respect of the average re-let time for local authority dwellings.</p> <p>In response to a question it was confirmed that the Council retained both the freeholder ownership of the housing stock and responsibility for the formulation of housing policy while the role of Homes for Haringey was day to day management.</p>	

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	<p>In response to a further question about Section 20 Notices we were advised that the Council had statutory obligations to in this respect but the offered a range of options to leaseholders to help them pay.</p> <p>RESOLVED:</p> <p>That the content of the report be noted.</p>	
TEX138.	<p>RESIDENT INVOLVEMENT STRATEGY AND RESIDENT INVOLVEMENT AGREEMENT (Report of the Interim Director of Social Services and Housing - Agenda Item 18)</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the principles set out in the Resident Involvement Agreement and Resident Involvement Strategy as set out in Appendix A to the interleaved report. 2. That approval be granted to the production of a summary Resident Involvement Agreement (Compact). 3. That the Council be recommended to approve the launch of the Resident Involvement Agreement (Compact) in March 2007. 	<p>DSSH</p> <p>DSSH</p> <p>DSSH HMS – Report to Cncl</p>
TEX139.	<p>URGENT ACTIONS TAKEN IN CONSULTATION WITH THE LEADER OR EXECUTIVE MEMBERS (Report of the Chief Executive - Agenda Item 19)</p> <p>RESOLVED:</p> <p>That the report be noted and any necessary action approved.</p>	
TEX140.	<p>DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (Report of the Chief Executive - Agenda Item 20)</p> <p>RESOLVED:</p> <p>That the report be noted and any necessary action approved.</p>	
TEX141.	<p>MINUTES OF SUB-BODIES (Agenda Item 21)</p> <p>RESOLVED:</p> <p>That the minutes of the following bodies be noted and any necessary action approved –</p> <ol style="list-style-type: none"> a) Procurement Committee – 14 November 2006; b) Executive Member Crime and Community Safety – 23 	

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	November 2006.	
TEX142.	<p>341/379 SEVEN SISTERS ROAD N15 (Report of the Interim Director of Social Services and Housing - Agenda Item 24)</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>RESOLVED:</p> <ol style="list-style-type: none"> 1. That it be agreed in principle that an agreement being entered into with Family Mosaic for the disposal of the Council's land and that the Head of Housing Supply Group be authorised to approve the completion of the Agreement as outlined in the interleaved report in consultation with the Executive Member for Housing. 2. That an Indemnity Agreement be entered into with Family Mosaic in respect of all the Council's liability arising out of any compulsory acquisitions of interest in respect of the scheme. 3. That, subject to Family Mosaic providing an indemnity, the decision to acquire in advance of demolition be publicised with the consequence that notices may be served on the Council under Section 150 Town and Country Planning Act 1990. 4. That a further report for Key Decision be programmed at a later date to include - <ol style="list-style-type: none"> i) the outcome of consultation regarding redevelopment; ii) the views of the NDC Board; iii) recommendations regarding compulsory acquisition of interests if required; and iv) a programme for vacant possession and redevelopment; 5. That, pursuant to powers in the Local Government (Miscellaneous Provisions) Act 1976, a Surveyor be commissioned on agreed terms of reference to carry out a survey of the properties in the whole Site in conjunction with Council Officers at a cost to be underwritten by Family Mosaic. 	<p>DHSS</p> <p>DHSS</p> <p>DHSS</p> <p>DHSS</p> <p>DHSS</p>

GEORGE MEEHAN
Chair

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Agenda

item:

CEMB**On 2nd January****For The Executive****On 23rd January**Report Title: **Programme Highlight Report November 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 November 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 November 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 – the concerns surrounding the current programme and finances have been considered in detail and the updated position presented within the overall capital programme for the Council. The programme is part of the financial planning report also being considered on this agenda.
- Children's Centres – the 2005-06 overspend will be contained within the 2006-07 funding allocation. Phase 2 is being further considered in the light of experience from Phase 1 and a revised programme for Phase 2 will be produced before the start of the 2007-08 financial year.
- 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 and the savings target is being re-phased as outlined in the budget report.

5. Head of Legal Services Comments

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

6. Local Government (Access to Information) Act 1985

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

6.2 Detailed project highlight reports.

7. Strategic Implications

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

8. Financial Implications

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

12.2.2 As previously reported, planning restrictions on site as well as conservation concerns regarding the existing Lodge building have posed great difficulties in finding a satisfactory solution.

12.2.3 The solution agreed is to place operational parts of the mortuary in an extension underground.

12.2.4 A planning application for the underground extension will be submitted in early January. All six Ward Members have been briefed on the plans.

12.2.5 It is expected that, because of the underground works and the additional works to the existing building and landscape, the project costs will exceed the £1.5m GAF funding. It is expected that the increased costs of the prudential borrowing necessary to raise the additional capital will be met through increased income.

12.3 Children and Young People Stream Board

12.3.1 Building Schools for the Future

- 12.3.1.1 The Children and Young People (CYP) Stream Board has decided that the Building Schools for the Future programme will no longer be discussed at the CYP Board to minimise duplication. It is the largest capital programme within the Programme with strong governance and challenge structures around it. Instead it will be challenged and discussed at its fortnightly programme board meetings. It will continue to send through highlight reports through Corporate PMO however.

12.3.2 Primary Schools Capital Projects

- 12.3.2.1 The Department for Education and Skills has advised that the funding arrangements for 2008/09 and beyond will not be known until after the Comprehensive Spending Review in 2007. However, the government has announced that capital investment in schools will increase. Formulaic funding is based on pupil number projections, which remain high. Similar projections in recent years have resulted in over £7m per year for basic need formulaic funding, plus funding for modernisation and access. A prudent estimate of future funding allocations of £5m has been included within the programme which will be updated when actual allocations are known.

- 12.3.2.2 There are three major projects already approved that form the primary expansion programme and are included in the capital programme. In two of those schemes there are significant cost variations from the approved budget as follows:

Project	Budget (April 2005 Executive) £m	Budget Revisions (January 2006) £m	Revised Budget £m	Forecast Total Spend £m	Variance £m
Coldfall	3.75	0.80	4.55	5.50	0.95
Coleridge	5.50	0	5.50	6.50	1.00
Tetherdown	5.50	0.40	5.90	5.80	-0.10

12.3.2.3 Coldfall

The project is now completed, but the final account is still under discussion between council officers, our cost consultants and the main contractor. There are also unresolved concerns about fees charged by the design team.

Additional costs and fees have been incurred due to additional works, compliance with planning conditions and an outstanding classroom fit-out. The forecast total spend is a worse-case estimate. The additional overspend will be met through re-phasing of the formulaic funding in future years and has the effect of reducing the amount available for other projects.

12.3.2.4 Tetherdown

Phase 1 (new build) is progressing to the revised timetable. Phase 2 (refurbishment and adaptation of current accommodation) is pre-tender and current forecasts suggest this project will come in within budget.

12.3.2.5 Coleridge

Invitations to tender were scheduled for the first stage of a two stage procurement process on 12 January 2007 from five contractors from the Council's framework agreement. Return of the tenders is due on 2 February 2007. These will provide overheads and profits percentages based upon a cost model prepared by the consultant quantity surveyor.

Following evaluation of tenders and subject to planning approval, a single construction partner will be recommended to procurement committee. With this partner the second stage of the tendering process will be progressed. This will include the contractor inviting sub contract tenders for all pre agreed packages of works. The sub contract tender returns will be evaluated and measured against the cost model leading to commercial certainty, and the agreement of a lump sum contract with the main contractor in June 2007.

The estimate shown is a prudent assumption given the need to comply with planning conditions and the likely need for additional works on the TUC site.

12.3.2.6 Programme contingency

The programme from 2008/09 onwards now includes a programme contingency, in recognition of the inherent unpredictability of construction costs, given the impact of the Olympics and the Mayor's housing targets. Arrangements for 'gatekeeping' this contingency will be developed with the Acting Director of Finance.

Detailed consideration is being given to how the variances shown in the table above will be managed. The current assumption is that the general schools modernisation and maintenance programmes will have to be significantly reduced, which may cause some difficulties. This can be reviewed in later in 2007 if the announcement of future year's funding is above current assumptions.

12.4 Children's Centres

- 12.4.1 The Children's Centres project has completed Phase 1. Phase 1 reported a £928k gross overspend which will be funded from various sources including revenue contributions. The service still needs to find a further £152k in the current financial year and accepts that it will have to be managed and contained within their present budget.
- 12.4.2 It is likely most of the new centres will be refurbishment of surplus space so will be less expensive than new build however this assumption needs to be tested.
- 12.4.3 The main risk continues to be our ability to deliver all 8 new centres within the Phase II funding envelope. The Children's Centres have to develop a wide range of services across broad areas, which require flexible accommodation.
- 12.4.4 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.

12.5 Better Haringey Stream Board

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

12.6 Well Being Stream Board

12.6.1 E-Care Phase 2

- 12.6.2 As reported previously there may need to be some system configuration changes to SAP in order to reflect changes arising from the corporate restructure project. This will potentially impact on Phase 2 of the e-care project. Work is being undertaken to assess this impact and a decision on any likely proposal is expected in January 2007.

12.6.3 Community Care Strategy: Osborne Grove

- 12.6.4 The contractor for Osborne Grove has reported a six-week delay on this project which is now expected to be completed on the 7th May 2007.
- 12.6.5 The main issue for this project is that a boundary wall is collapsing onto the site. The owner of the wall has been written to asking that rectification works are undertaken and Building Control have condemned the wall and issued a 7 day notice to the owner.

12.7 Housing Stream Board

12.7.1 Repairs Procurement

12.7.2 OJEU PQQs returned from 14 contractors, including all of the biggest contractors in this type of work.

12.7.3 November was a crucial month for collation of data required for tender much of which is still outstanding including:

- TUPE lists for repairs operations and all other affected departments
- Vehicle leasing details
- Customer Services
- TUPE lists for vehicle maintenance and Customer Services staff
- IT detail and flow chart
- Property lists/geographical split
- Code of Conduct
- Void Standard
- Complaints Policy
- Depot details including plant and equipment
- Standard Bond wording
- TUPE details from existing external contractors
- Clarification of pension issues relating to TUPE transfer

12.7.4 Empty Property

12.7.5 Steady progress is being made on reducing void turnaround time: now down to 27.33 days in November, 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 37.02 days this month.

12.7.6 Lettings and Allocations

12.7.7 The electronic re-registration exercise was not completed within timescales: Home Connections went live 11th December.

12.8 People Stream Board

12.7.8 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 was presented to CEMB on the 5th December setting out options to deal with the issues.

12.9.3 CEMB agreed to a shared ownership of the corporate savings target and Corporate Procurement are working closely with departments to identify new projects to deliver the additional £0.8m savings.

12.9.4 Early indications predict that the savings target for Print and Design will be revised upwards from £57k to £100k.

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

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PROGRAMME HIGHLIGHT REPORT

FOR THE PERIOD NOVEMBER 2006

Prepared by

Corporate PMO

Version 0.3



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SECTION 1 – REGENERATION STREAM BOARD

Regeneration Stream Board										
<div>(1) HARINGEY HEARTLANDS</div> <div>LEVEL 1 PROJECT</div>							PROJECT DESCRIPTION / OBJECTIVES			
							<div><div></div><div>To commission a masterplan for the regeneration and development of the Eastern Utility Lands.</div><div>To secure the land known as the “former sand sidings” for the provision of a new sixth form secondary school.</div><div>To obtain funding for a new spine road through the overall site from North to South.</div><div>To secure a guarantee of the decommissioning of the National Grid TRANSCO site.</div><div>To work with major landowners and private developers to deliver these plans.</div><div>To meet the output targets of up to: -<div><div>○ 1,200 new jobs</div><div>○ 1,200 new school places</div><div>○ 2,000 new homes</div></div></div></div>			
							Original End Date: N/A as phased programme of work		Current End Date: N/A as phased programme of work	
Status This Month	Status Last Month	Time scale	Budget	Resources	Issues	Risks	MANAGEMENT SUMMARY			
G	G	G	G	A	G	G	MANAGEMENT SUMMARY			
<div>Project Sponsor: Justin Holliday</div> <div>Project Manager: Shifa Mustafa / Ian Woolford</div>							<div><div></div><div>A joint planning application with National Grid for the spine road was received on 20th October, which is scheduled to be considered by PASC on 22nd January, 07. The application was considered at the development Control Forum on the 9th November. It was well attended and a number of concerns were raised, including the need to carry out mitigation measures in the area, especially along Hornsey Park Road and Park Avenue.</div><div>A number of different options have been prepared and considered in respect of the footprint of the new school, but this needs further research to ascertain impact on trees, ecology and noise. Also, Japanese Knotweed has been found on the site.</div><div>English Heritage have confirmed that the Secretary of State has decided not to list the Hornsey Gasholder.</div><div>Exchange of contracts and purchase of the BRB(R) site for the new secondary school is likely to take place in December.</div><div>A positive meeting was held with the General Manager of the AP & PT over the possibility of using Alexandra Park as playing fields for the new school, but discussions are on-going.</div></div>			

Regeneration Stream Board

(1) HARINGEY HEARTLANDS CONT.

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

Adoption of Masterplan (SPD)

- 31st October 2006 - Masterplan was presented to the Council's Executive and formally adopted as a Supplementary Planning Document (SPD).
- The adopted Masterplan (SPD) will be a material planning consideration and afforded significant weight when used to determine planning applications for the Tottenham Hale area.
- Adoption Statement allows a three-month period during which any party aggrieved at the SPD's adoption can apply for Judicial Review.

Progress

- Competition held to find design for footbridge across the River Lee. Two designs to be shortlisted early December.
- Revised outline planning application submitted on 15th November for GLS Site, further revisions due in December.
- Application for GLS Site 'Podium' submitted on 29th November

Budget

- There is no budgetary provision available, but 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

(3) WOOD GREEN TOWN CENTRE

PROJECT DESCRIPTION / OBJECTIVES

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

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

Original End Date: tbd

Current End Date: tbd

Project Budget: tbd

Forecast spend: tbd

Spend to date: tbd

MANAGEMENT SUMMARY

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 PID document will not be available until all aspects are fully scoped and defined. This will require extensive consultation with Council departments and stakeholders.

The recently prepared project brief has been amended to reflect and include:

- A joint departmental commission between planning and economic regeneration.
- Revised timescales allowing for an extended initial consultation, stakeholder workshops and overall public engagement.
- Linkages with the Heartlands masterplan.
- A two day consultation to facilitate the collation of ideas a developing a vision for Wood Green. One day would be allocated to Senior Officers and the other to Members.

Project Sponsor:
David Hennings

Project Manager:
Karen Galey

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

Regeneration Stream Board

(3) WOOD GREEN TOWN CENTRE CONT.

Officers from Economic Regeneration have held meetings with property services regarding the Civic Centre. Officers from Property services will assess the feasibility of previously proposed options for the Civic Centre, investigate whether there would be scope for the appointed consultants to propose any new ideas and explore opportunities for GAF funding.

Lymington Avenue – Officers from economic regeneration along with colleagues from planning met with PCT and LIFT representatives to discuss the possibility in developing a health centre on this currently semi-occupied site. Officers will continue to, through the dedicated steering group, assess the most effective way forward for developing this mixed use site.

A recent meeting with The Mall Corporation indicates a commitment to be involved with any future Wood Green development. Officers from Economic Regeneration have held discussions with John Wood (Director) and Gareth Holland (Retail Development Manager). It is hoped that possible S106 monies could be gained from the Shopping City extension to drive forward improvements in the Town Centre.

A draft waiver has been prepared to appoint Urban Practitioners. Sign off will be sought once agreement has been reached on the revised brief.

The Wood Green Town Centre manager has completed the collection SLAs for the area and has assessed the gaps in delivery. These are now being addressed.

Regeneration Stream Board

4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION

PROJECT DESCRIPTION / OBJECTIVES

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

Original End Date:
December 2006 – ERDF;
2010 – HERS

Current End Date:
30th June 2007 – ERDF; 2010 - HERS

Project Budget: £4851.6k

Forecast spend: £4851.6k
Spend to date: £868.9k

MANAGEMENT SUMMARY

Timescale

Work continues on the 'live' construction projects. The Townscape Heritage Initiative and Heritage Economic Regeneration Scheme projects will start on site in January 2007. The NM team is awaiting formal confirmation of an extension to the Urban Centres for City Growth (UCCG) programme grant deadline to 30th June 2007 from Government Office for London (GoL) and London Development Agency (LDA). Both have indicated that this will be forthcoming. The 3.2 UCCG programme is now made up of 9 confirmed projects with both internal and external partners. All projects are on target for completion by the requested new deadline of June 2007.

The overall rating is Green as all projects are moving towards construction starting on site.

Project Sponsor:
Zena Brabazon

Project Manager:
Sean Burke

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

Regeneration Stream Board

(4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION CONT.

Budget and Resources

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. The total spend reported in the July to September 2006 claim was 448,331 of which £149,160 will be claimed through ERDF.

Issues

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

Risks

The full programme value is now allocated. There is a possible shortfall in delivering the full target of space improved. GOL has indicated that alternative outputs may be eligible to compensate for any shortfall. The team is in ongoing discussions with the Head of Property Services to identify opportunities for joint project working.

Detailed Progress:

- **Seven-Sisters Road Shop Fronts:** July to September 2006 claim submitted to value of £305,335. One further claim will complete the financial reporting for this project.
- **TGEC refurbished managed work space:** Internal refurbishment works continued. July to September 2006 claim submitted to value of £15,369. The NM team met with TGEC's new Interim Director and reviewed progress and spend. The project may be extended to March 2007 to ensure spend and outputs are maximised. NM will vary the Service Level Agreement (SLA) if confirmed.
- **Stoneleigh Road new build Managed Workspace:** Piling completed this month and utilities diverted as required. July to September 2006 claim submitted to value of £64,064. First project meeting held on site and minor design issues raised and dealt with. Traffic management measures agreed on Stoneleigh Road with Highways, the police and the contractor.

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. July to September 2006 claim submitted to value of £16,453.
- **HERS shop fronts and façades:** Monitor progress of planning application and deal with any queries. July to September 2006 claim submitted to value of £22,027. 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:** The contractor is making good progress. July to September 2006 claim submitted to value of £25,582. Additional works may be necessary on some properties. Enfield will quantify this and request a variation to the Service Level Agreement through the Programme manager.
- **LARC (NDC):** NM met with the NDC project manager. NDC sought clarification on eligibility for purchase of capital equipment through GoL.
- **Workspace project on Tottenham High Road:** Work has started on-site. Workspace Legal Services reviewed draft SLA and recommended for completion.

Regeneration Stream Board

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

Project Sponsor:
Andrew Travers

Project Manager:
Shifa Mustafa, Ian Woolford,
Steve Carter

School Acquisition

PROJECT DESCRIPTION / OBJECTIVES

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

Original End Date: ongoing programme of work

Current End Date: ongoing programme of work

Project Budget: £6262k

Forecast spend: £6262k
Spend to date: £496.3k

MANAGEMENT SUMMARY

PURCHASE OF HEARTLANDS SCHOOL SITE.

The school site has now been successfully acquired.

A further number of preliminary designs have been prepared for the school footprint before the main design team commences work in the New Year. All site constraints identified in The Demarcation Agreement have been taken into account in these preliminary designs and can be accommodated. Thames Water have given positive initial views on the layout of the All weather play area above the New River but will not commit until detailed proposals are provided.

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

Markfield

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

Regeneration Stream Board

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

Mortuary

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

GLS

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

Spine Road

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

Playing Fields

- Options are being considered for alternative playing field provision by Property Services for the new school within the Borough but the preferred option is to utilise the nearby Alexandra playing fields. A positive meeting took place with the General Manager of the AP & PT over the use of the Alexandra Park playing fields. Further more detailed discussions are planned and further contact is being made with the local Club who currently lease the playing fields. Funding options are to be pursued for any capital investment required to improve facilities with the Club. It is not proposed to hold up the purchase of the school site whilst these negotiations or options are considered.

Further site Surveys

- The Council has appointed consultants to undertake a scoping report for an Environmental Impact Assessment, surveys on trees, ecology and noise as part of the requirements necessary for future planning permission, consideration of the impact of the development on the surrounding environment and the adjacent Conservation Area and Ecology corridor. The consultants have identified that Japanese Knotweed is on the site and cost estimates are being prepared for early removal.

MARKFIELD RECREATION GROUND

- Halcrow's draft of the feasibility study report on the drainage problems in the park has now been passed onto our CAGE Enabler on recommendation of Gwilym Jones. We are awaiting a response from CAGE before Halcrow finalise the report prior to recommencement of the drainage remedial work in the park.
- Enforcement, who are responsible for addressing the problems with misconnections in the catchment areas around the park, 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.

Regeneration Stream Board

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

RELOCATION OF THE MORTUARY.

Funding agreement from the DCLG has been signed and returned. Design team preparing drawings and costings for meeting on 6th December, with planning application submitted before the end of December. Remedial work can commence on the envelope and structure of the Lodge.

Budget

No budget variations at this stage. Quantity surveyors have apportioned the £1,500,000 as follows:- fees £290,000, construction costs of £890,000 for the new building , £205,000 for the Lodge and £115,000 for the vehicular access, landscaping & other external works.

Timescale

If the remedial work to the Lodge can commence ahead of the main contract the project can be delivered within the set timescale.

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 has been submitted on the 29th November and will probably go to PASC at the end of January 2007. The planning application for the whole site will go to PASC at a special meeting on the 15th January 2007. Progress of this project is dependent on the successful outcome of the overall site application. A project group meeting was held on Tuesday 7th November. A Board meeting took place on Wednesday 25th October. No physical work was programmed in the first three quarters. No milestones were programmed in the first three quarters.

HEARTLANDS SPINE ROAD.

- A number of Key Milestones have been met in this quarter, including:
- 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. A Public Notice as required by the Statutory process has now placed on Site.
- A positive response for the land acquisition at the Chocolate Factory has been received.
- Agreement has been reached with Twilleys as a leaseholder for the land at the junction of Western Road and Coburg Road.

Regeneration Stream Board

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

- Discussions ongoing with Education on the report produced by Dearle and Henderson (consultants to Education) on accommodation works needed at the school.

Planning

- The interim design alignment has been finalised.
- 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 and the Development Control public forum held on Thursday 9th November 06 at 7pm in the Civic Centre. It was well attended and a number of concerns expressed about the need to carry out mitigation measures in the area, especially along Hornsey Park Road and Park Avenue.

Contamination

- 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), and detailed design on Phase 2 substantially completed.
- Initial meeting held with National Grid on methodology for carrying out the Decontamination with a further meeting arranged for 7th Dec to discuss the implications of the live gas mains running along the road through the Gas Works Site.

Contract/PQQ

- Contract Documents now with the QS to get comments before sending out to the 5 contractors included following the PQQ.
- Due to the delays in inviting these tenders, we will need to use the in-house contractor to ensure we meet the deadlines.

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

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

MANAGEMENT SUMMARY

Tottenham Town Hall

- Following approval of Executive on 31st October to a development partner, a Project Steering Group (which will also progress the Hornsey Town Hall project) will now progress scheme details within the overall brief.
- The first meeting of the Project Steering Group is scheduled for 6th December. A meeting with the selected developer, Newlon has been arranged for 14th December.
- The Project Steering Group will also be addressing the re-location of (non-Council) users from Tottenham Town Hall and the future working relationships with the Bernie Grant Centre and CONEL.

Hornsey Town Hall

- The scheme will be advertised in European and professional journals in mid-December with a closing date of mid-late January.
- The Project Steering Group is being established (see Tottenham Town Hall) and the Community Partnership Board continues to work on the formation of a trust/company and establishment of a business plan and budgets for future running of the community elements.

Project Sponsor:
Andrew Travers

Project Manager:
Dinesh Kotecha

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

Regeneration Stream Board

(6) COUNCIL OWNED LAND CONT.

Hornsey Depot

- Following a steer from Members, the Executive on 21st November agreed that the property should go out to the open market in a joint marketing exercise with Sainsbury.
- Officers have met with both Sainsbury and St James to explain the current position and Sainsbury, whilst concerned about the delays, are prepared to be part of the marketing exercise.
- An action plan with timescales, including the re-location of existing users is being drawn up.

725 – 731 Lordship Lane

- Disposal remains on target for December 06.

Timescales:

- All projects are actively making progress, the amber status largely reflecting slippage at earlier stages prior to the key decisions that enabled projects to proceed.
- In the case of Hornsey Depot, timescales have been extended to take account of the additional time that open market disposal will require.

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

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.

Member decision on this scheme, in particular how to deliver the public subsidy, is scheduled for EAB in January and Executive in February. Issues will not move from red and the overall project will not move from Amber until these are resolved.

Project Sponsor:
Justin Holliday

Project Manager:
Jane Chambers

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

Regeneration Stream Board

(7) WARDS CORNER CONT.

Budget and Resources

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

Issues

The overall rating is Amber. The issues for this project are:

- 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:

- 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 key objectives of *Bright Futures* and the BSF programme are to:

- Finally break the link between disadvantage and low achievement in order to create prosperous, inclusive and sustainable communities for the 21st century
- Support secondary schools to achieve the highest standards, to be fully inclusive, to put the aspirations and achievement of the learner first and to contribute to community cohesion and race equality
- Transform outcomes for vulnerable individuals and groups
- Enable secondary schools to have a key role in neighbourhood regeneration and in the wider agenda that supports the well-being of young people
- Assist all our partners with a stake in the future of young people to work together to provide the best possible opportunities for young people
- Invest in services that support young people

Original End Date: 2011
End date last month: 2011

Current End Date: 2011

Original Budget: £182,283
Revised budget: £177,169
(Total project budget to 2010/11: £177m)

Spend to date: £11,584

MANAGEMENT SUMMARY

- **Overall:** Funding approval received for wave 4. PFI legal documentation progressing but not yet finalised.
- **Timescales:** The timescales are tight but believed to be achievable.
- **Resources:** The resources and budget were approved by the board on 14/11/06, subject in the latter case to the Board receiving a report on cash limiting, managing contingency and inflation once advice on QS's is available.
- **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. As noted above Waves 4-6 approval is still awaited – approval has been recommended by PfS.
- **Issues and Risks:** The risks are Amber pending finalising the revised register.

Project Sponsor:
Andrew Travers

Project Manager:
Gordon Smith

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

Children & Young People Stream Board

(1) BUILDING SCHOOLS FOR THE FUTURE CONT.

Key:
PRG = Programme: core programme governance function, responsible for managing the other streams
CON = Construction: deliver the building projects in the programme, including the design and management of the construction work
ICT = Information & Communications Technology: deliver the Managed ICT service to the schools
PRO = Procurement: responsible for procuring the consultants and services required by the programme, including the design team partners, construction partners, and other consultants.
TRA = Transformation: responsible for managing the interface between the schools and the programme, ensuring that the new school buildings and technology delivered as part of the programme deliver the maximum benefit to the users

Month This	Month Last	Status	Timescale	Budget	Resources	Issues	Risks	
G	G	A	G	G	A	A		PRG
A	A	G	A	A	G	A		CON
G	A	G	G	G	G	G		ICT
A	G	A	A	G	G	A		PRO
A	A	A	G	A	A	A		TRA

Progress

- The key activities have included procurement (Design Team, Project Manager, Quantity Surveyors and ICT provider particularly), converting the PFI Implementation Protocol into a Variation Agreement and continuing to brief and involve schools.
- Work is continuing to formalise the programme governance process and standards, and to get the basic management systems in place to allow the streams to operate
- Key focuses are the creation of essential project documentation for each stream, the clarification of the existing budget and how it has been spent, and the creation of systems to manage the programme in the future, and to conform to council standards such as HR and health and safety.

Timescales:

- PRG: Much is still to be achieved in establishing the programme governance structure prior to Christmas.
- PRO: Market stimulation was required to encourage a response to the OJEU notice from suitable Contractor Partners; our partners AYH failed to carry this out in a timely fashion, and a 2 week extension of the return has been required.
- TRA: Timescales are tight for the design development, but are believed to be achievable currently.

Budget:

- Final budgets have yet to be confirmed for all streams. The choice of amber or green status indicates the attitude of each stream leader towards uncertainty: none have reported genuine concern.

Resources:

- CON: The appointments for Project management, Planning supervisors and Quantity surveyors are yet to be finalised

Children & Young People Stream Board

(1) BUILDING SCHOOLS FOR THE FUTURE CONT.

- TRA: Levels of personnel are currently low, but recruitment is in hand
- Issues and risks:**
- PRG: Risks and Issues are Amber, pending final risk and issue management processes and plans being in place
 - CON: Agreement of the PFI contract is a current high risk
 - PRO: Risk are amber, we are concerned that there may not be sufficient interest in the programme from suitable companies in the market
 - TRA: A timely response from schools will be required as the design process is undertaken – recent workshops suggest that there may be issues with getting decisions from schools in a timely fashion

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 modernise 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: £3.694m
Forecast spend: £9.941m

MANAGEMENT SUMMARY

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

- Project is proceeding to planned programme
- The construction works are approximately 100% complete on phases 1 & 2.
- Phases 1 & 2 of the construction works are now in defects liability period which expires November 2007
- A full report on the projected final account from the cost consultant is still under discussion.

Coldfall

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

Project Sponsor:
Ian Bailey

Project Manager:
tbc

Children & Young People Stream Board

(2) PRIMARY SCHOOLS CAPITAL PROJECTS CONT.

Tetherdown

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

Coleridge

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

Tetherdown

- This report focuses on the construction project.
- The main contractor (Durkan) took possession of the site on 30 May 2006. The contract is due for completion on 2 October 2007 (70 weeks).
- The contractor is on programme, with no delays reported. The impact of a recent query received from Governors regarding IC is now being assessed.
- Site management has been good and relations with the school, neighbours and the public are favourable.

Coleridge

- We submitted a Planning Application on 14 November 2006. Development Control Forum scheduled for 6 December 2006. Planning Committee scheduled for January 2007.
- The Stage D design and cost report has been signed off by PM. Cost report is approx £175k over budget but value engineering process commenced.
- The current cost estimate is £6.3m.
- Highways and CYP service are engaged in intensive work to look at the 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	This Month
N/A	N/A	N/A	N/A	N/A	N/A	N/A

Crowlands: Insurance reinstatement after fire

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

Broadwater Farm

- This project is temporarily suspended: it is being reviewed to take account of further capital funds which will be made available in the 2008-10 budget round. A PID will be re-submitted in due course.

Crowlands: Insurance reinstatement after fire

- Refer to earlier Highlight Reports for background information.
- The Council's selected construction partner – Jerram Falkus Construction Limited (JFCL) – is progressing works at site with the following key points to note:
- The project is on programme and scheduled for completion in mid March 2007. This will allow a fitting out process to be completed by the council ahead of a decant from the temporary school during Easter Holidays 2007. The school should re-open in mid April 2007 at the start of the summer term.
- The PM is progressing a twin track approach to the future of the temporary school and all weather pitch (AWP). The Council's BSF team are considering future adoption of the temporary school for the re development of Gladesmore School commencing January 2008. Notice to quit in April 2007 has been served on Portakabin by the PM so as to avoid incurring rent charges should the BSF team not proceed.
- Recreational Services has advised that they wish Markfield Park to be returned to former condition with removal of AWP. They are managing a larger regeneration of the Park.

Children & Young People Stream Board

(3) CHILDREN'S CENTRES PHASE 2

PROJECT DESCRIPTION/OBJECTIVES

- 8 Children's Centres in place by March 2008 and delivering the full 'core offer'
- 14,759 children 'reached' by children's centres by March 2008
- Sufficiency of high quality childcare for young children in children's centre service areas by March 2009
- Effective early intervention in place as evidenced through effective use of the CAF, reach of services, evaluation of specific areas of work, foundation stage profile.

Original End Date: 31/03/06

Current end date: 31/03/06

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

Spend to date: £3.694m
Forecast spend: £9.941m

MANAGEMENT SUMMARY

Progress:

- The Sure Start Unit timescale for the approval of Phase II capital programmes requires all projects to be at RIBA Stage D by Dec 2006, with a full implementation plans placed on the Sure Start website.
- Feasibility studies continue and we have visited all organisations (schools, primary care trust, private nurseries and voluntary organisations) that have expressed an interest in being part of the Phase II development.
- Development Officers are devoting half a day a week to each children's centre area to develop a Local Planning Group (LPG) to ensure that all key stakeholders, including parents, are involved in the earliest stages of the development of the children's centre.
- A summary of the Phase 2 Children's Centre Scoping exercise has now been drafted with a number of recommendations. Final recommendations will be made to the executive for approval in December 2006. This will enable us to comply with the Sure Start Unit deadline of December 2006.

Budget:

- Last month CYP Stream Board agreed to close the Phase 1 Children's Centres budget monitoring, subject to a closing balance sheet being presented.

Issues:

- We continue to address the issue of finding potential accommodation for the Children's Centres through the feasibility stage and by contacting a range of stakeholders to identify other possible premises.

Project Sponsor:
Ian Bailey

Project Manager:
David Moore

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

Children & Young People Stream Board

(3) CHILDREN'S CENTRES PHASE 2 CONT.

Risks

The main risk continues to be our ability to deliver all 8 new centres within the Phase II funding envelope. The children's centres have to develop a wide range of services across the broad areas, which require flexible accommodation.

Children & Young People Stream Board

(3) CHILDREN'S NETWORKS

LEVEL 1 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: £0m

Spend to date: N/A

End date last month: Mar-2008

Revised Budget: £0m

Forecast spend: N/A

MANAGEMENT SUMMARY

Timescale & Progress

- Development and implementation of the Family Support Strategy is well advanced: a number of stakeholder meetings are planned over the coming period to finalise the strategy. Creation of a team of Family Support.
- A Childcare Commissioning Group [CCG] has been established with membership from across a range of agencies. The LA will receive funding for 2 years to support an increase in childcare places across the borough; (2006-07 funding = £400K). Funding will be distributed through a tendering process, and tender packs will be publicly available by January 10th 2007. A strategic review of play provision and the Play Service is underway and a number of key meetings have been held with staff; we expect to receive the review report before the end of December.
- A strategic review of play provision and the play service is underway and a number of key meetings have been held with staff; we expect to receive the review report in early January.

Project Sponsor:
Dr Ita O'Donovan

Project Manager:
Robert Singh

Children & Young People Stream Board

(3) CHILDREN'S NETWORKS, CONT

- A consultant has been contracted to develop the evaluation framework for the project, under the guidance of the CYPS and Middlesex University. Also, we have been invited to participate with a number of LAs in a research project (being managed by Research in Practice [RiP]) to look at the initial impact of locally delivered integrated services. Participating LAs met in mid-December.

Budget

The Children's Networks project draws on existing budgets of multi-disciplinary teams to reconfigure the children's service.

Children & Young People Stream Board

(4) YOUTH SERVICE IMPROVEMENT PROJECT								PROJECT DESCRIPTION/OBJECTIVES			
								<ul style="list-style-type: none"> Develop an 'excellent' and accessible Youth Service 			
								Original End Date: July 2007 End date last month: July 2007	Actual End Date: July 2007	Original Budget: £1.8m	Spend to date: No information reported Forecast Spend: £1.8m
Month This	Month Last	Status	Time scale	Budget	Resources	Issues	Risks	MANAGEMENT SUMMARY			
A	G	G	N/A	N/A	G	A		Improve the quality of youth work practice and consequently achievement* <ul style="list-style-type: none"> The Learning Outcome strategy (LOS) clearly identifies which accreditation systems are to be used and all full time staff have received training on this All sessions are now planned using standardised paperwork and recorded outcomes are entered monthly All staff have engaged in visiting projects identified as being pieces of good youth work and have produced action plans so that their learning is incorporated into every day practice 			
Project Sponsor: Janette Karklins Project Manager: Belinda Evans								Improve the extent of the involvement of young people in managing, planning & evaluating youth work* <ul style="list-style-type: none"> Project plans have been developed that identify young people's involvement throughout the life of the project The first round of the Youth Opportunities Fund was over subscribed and £253,131 eventually allocated. The next deadline for submission is Jan 07 			
								Extend the range of youth work activity* <ul style="list-style-type: none"> Individual targets have been set for all staff relating to contact, participation, recorded outcomes and accreditation Partnership projects have been initiated and developed with the neighbourhood Management Team (Campsbourne, Milton Road). 			

Children & Young People Stream Board

Take urgent steps to improve management information in order that the effectiveness of the service can begin to be measured*

- The first draft of the admin review identifies that there is insufficient admin capacity to input data and we are considering how this can be rectified e.g. use of volunteers
- All staff have key objectives which have been reviewed through the mid year appraisal process

Monitor and quality assure youth work rigorously*

- There has been a training session for all staff on setting of quality standards and performance management so that staff can identify key components of quality practice and management

Risks

- All part time staff who have applied to engage with the Service (as part of the reorganisation process) have been interviewed. Those staff who were not able to evidence that they had the relevant skills have been offered trainee positions with mandatory training. If there are vacancies at the end of the part time reorganisation, posts will be reviewed and advertised externally in order to bring experienced youth workers into the Borough.
- Significant pressures around staff management are taking up a considerable amount of time and may hinder service improvement. The risk will be mitigated through the performance management framework over the next 6 months.

**These headings are our youth work priorities as identified in the recent Joint Area Review Inspection.*

SECTION 3 – WELL BEING STREAM BOARD

Well Being Stream Board											
(1) E-CARE						PROJECT DESCRIPTION/OBJECTIVES					
						<ul style="list-style-type: none"> Implementation of Framework-I (FW-I), a web-based social care workflow case management system in July 2005 to replace CI system Ensure that reliable operational and managerial information is produced for Council and Statutory reporting requirements. Have a consistent use of best practice across Social & Children's Services and enable the quality of social work practices to improve. Facilitate 'joint working' by providing staff from external health agencies to access case information within Framework securely. 					
						Phase 2 End Date: Dec-07 End date last month: Dec-07	Current End Date: Dec-07	Phase 2 Budget: £1788k Revised Budget: £1698k	Spend to date: £365k Forecast spend: £1788k		
Month	This	Month	Last	Status	Time scale	Budget	Resources	Issues	Risks	MANAGEMENT SUMMARY	
										<ul style="list-style-type: none"> 'AS-IS' validations workshops have been completed. Work has now commenced on establishing / proposing a draft 'TO-BE' systems design for FWI Finance (Purchasing). Workshops have been arranged with all services in December for the project team to present a draft 'TO-BE' systems design for initial review and comment with FUG reps. Feedback from these sessions will be incorporated within the final 'TO-BE' systems design which will be presented for formal review / approval during workshops scheduled for Jan / Feb 07. The data migration strategy was approved at the November project board. A detailed data migration plan is now being developed to outline the work now required to be undertaken by the project team and Corelogic to realise this strategy. This will also identify areas of data cleansing work to be undertaken by performance teams / service staff. The Change Management strategy was approved at the November project board. Initial change activities commenced this month and these will continue to be undertaken in line with the high level plan set out within the strategy. 	
Project Sponsor: Catherine Galvin Project Manager: Andrew Rostom											

Well Being Stream Board

(1) E-CARE CONT.

Issues

Analysis work has revealed that some staff have not been recording information correctly on FWI. The project team will work with FUG reps / services to address "SYSTEM" and "PROCESS" based issues through the TO BE Design work. However issues which are "PEOPLE" based will need to be owned and resolved by service / operational managers, and this was approved at the project board.

Risks

The risk relating to system configuration changes made on SAP (as a result of the corporate restructure), and the potential impact of this to eCARE was raised at project board. Work is currently being undertaken in IT services to assess the impact of this on all council systems, and decision on any likely proposals should be known by Jan 07.

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: £1.644m
Forecast spend: £5.65m

Osborne Grove

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

The Red House

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

MANAGEMENT SUMMARY

Osborne Grove (New Build 32 Bed Respite Care Home)

- The seventh contractor's site meeting was held on the 29th November, 2006. The contractor has reported a nine week delay. The contractor no longer maintains overall programme is on target (25th March 07): the expected completion is now reported as the 21st May. The contractor has stated an intention to submit an extension of time claim, which may be a significant amount, though could probably be managed within the present contingency fund. The Quantity Surveyor is due to report a full update in early January and the Project Manager has scheduled a meeting with the Sponsor to discuss possible mitigating actions.
- A boundary wall is collapsing onto the site. The owner of the wall has been written to asking that rectification works are undertaken. This wall is the subject of a 3m notice under the Party Wall Act. Building control have condemned the wall and issued a 7 day notice to the owner. The council's Insurance section has been notified of a potential claim against the council.

The Red House (refurbishment)

- Practical completion certificates have been issued for Sections 3, 4 and 5 dated the 2nd October, 2006.
- LBH are in the process of settling the final account.

Well Being Stream Board

(2)COMMUNITY CARE STRATEGY

Broadwater Lodge

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

- The Contract Administrator has written to the contractor, Makers UK Ltd, requesting completion of the final two snagging items by the 11th December, 2006. R.D.Bull and Son Ltd are quoting for the extra work and items omitted from the main contract including: soft landscaping, fences, railings, cooks changing area, external door repairs and a security gate.
- A letter informing Makers that LADs will be claimed by Social Services for Section 3, 4 and 5 is to be issued.
- The Fire Officer has visited site and is due to re-visit on the 11th December 2006 to discuss the risk assessments prepared by the home's manager

Broadwater Lodge

- Refurbishment complete

Cranwood

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

Cranwood

- Refurbishment complete.

Trentfield

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

Trentfield

- The conveyance completed on the 3rd November 2006.
- £3,300,333.00 received from the purchaser; Mr Ourris.

Cooperscroft

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

Cooperscroft (TUPE)

- The exchange and completion for the disposal of Cooperscroft was successful at 23:59 on the 30th September 2006.
- £3,138,900.39 received from Rockley Dene.

Well Being Stream Board

(3) TEMPORARY ACCOMMODATION REDUCTION

- The project aims to meet the Government target which will require a reduction in TA from 5709 units @ April 2006, to 2604 units by 2010.

Original End Date: Apr-07
End date last month: Apr-07

Current End Date: Apr-07

Project Budget: N/A

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

MANAGEMENT SUMMARY

PROGRESS

- Within existing budgets approval to recruit a number of temporary staff has been made as well as allowing expenditure on TA reduction measures. A number of appointments have been made.
- Money has started to be spent on the homelessness prevention fund. This fund was a key suggestion by DCLG in preventing homelessness. Cases where homelessness have been prevented include payment for deposits for people finding their own private sector accommodation and payment of rent arrears to enable continued occupation.
- The TA Reduction Project Board has met three times. The frequency of meetings is yet to be determined for future meetings but is likely to be either weekly or fortnightly.
- Restructuring of the Housing Supply Teams is progressing with the recruitment to most of the posts completed. Adverts are due to be placed for those posts not filled through ring fencing procedures.

Risks show as amber for two reasons:

- Firstly the supply from the private sector is not matching forecasts at present;
- Secondly, though the current year's programme of improvements can be financed through the service budget; to sustain the programme into FY 2007/08 an ongoing financial commitment is necessary. A bid has been made for council funds: we will be told in early January whether it has been successful.

Issues:

- There is an issue with the Rent Service not assessing its rental valuations in line with those expected by landlords thereby resulting in a loss of properties to our schemes. This situation is being monitored with a view to further liaison with the Rent Service about evidence on market lets.
- Approval has recently been given to allow the ALS to provide landlords with one month's rent paid up front as a way to offset concerns about market values not being achieved. This policy will be reviewed in due course.

Project Sponsor:
Julian Higson

Project Manager:
Rupert Brandon

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

SECTION 4 – BETTER HARINGEY STREAM BOARD

Better Haringey Stream Board										
(1) BETTER HARINGEY ESTATES IMPROVEMENT PROGRAMME							PROJECT DESCRIPTION/OBJECTIVES <ul style="list-style-type: none">To create a 4-8 year Estates Environment Improvement Strategy and Action Plan.To engage other Housing providers in the development and delivery of the Strategy.To establish and deliver the £880k 2006/7 BHEIP programme.To deliver £300k Campsbourne Estate project.			
							Original End Date: May 07 End date last month: see current		Current End Date: May 2007 – for publication of 4-8 year strategy and associated action plan(s)	
MANAGEMENT SUMMARY <ul style="list-style-type: none">2006/7 works programme consultation and preparation under way.Work on development of longer term strategic plan has started and Groundwork has been commissioned to undertake an ‘area assessment’ pilot in North London.£50k (NRF underspend) has been approved to spend on reserve projects.							Resources <p>Homes for Haringey are reviewing the overall capital programme, which may lead to a level of slippage into 2007/8.</p>			
Project Sponsor: Bob Watts Project Manager: John Morris										
Risks	Issues	Resources	Budget	Timescale	Status	Last Month	This Month			
G	G	A	G	G	A	G	G			

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Better Haringey Stream Board

(2) DELIVERING ENVIRONMENTAL IMPROVEMENTS ON HOUSING ESTATES IN HARINGEY								PROJECT DESCRIPTION/OBJECTIVES <ul style="list-style-type: none"> 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 project comprises of 5 separate workstreams, against which progress is shown below. 			
								Original End Date: April 07 (HfH inspection) End date last month: N/A	Current End Date: April 07 (HfH inspection)	Project Budget: N/A contained within existing departmental budgets	Spend to date: N/A Forecast spend: N/A
Month	Month	Status	Time scale	Budget	Resources	Issues	Risks	MANAGEMENT SUMMARY			
								Waste management and street cleaning on housing estates <ul style="list-style-type: none"> Monthly client monitoring meetings with Waste Management, HfH and ACCORD in place. Performance data strengthened and HfH monthly estate inspection reports now shared with Waste Management and ACCORD. HfH value for money review of the client side and contract in progress. Roll-out of extended recycling facilities to 6,000 homes on estates completed – further work is now underway to investigate any additional sources of external funding that could be accessed to further extend recycling to flatted properties. The Haringey Local Area Agreement now includes a stretch target around recycling rates, under-pinned by local targets in the super output areas where the recycling facilities have been extended. 			
G	N	G	G	G	G	G	G	Grounds maintenance, street lightning and play provision <ul style="list-style-type: none"> Priority list of environmental improvements on estates drawn up between HfH and Grounds Maintenance – funding £35k. Tree and bulb planting programme agreed – BCTV to deliver the bulb planting. Community Payback scheme not also working on HfH estates. Better Haringey Clean Sweep programme to include an estates clean sweep in March – planning underway. Publicity in tenant newsletter to investigate interest in putting in cycle racks – Transport investigating potential funding stream. VfM review of lighting on estates at stage 1 – working progress in Environmental Services to review performance data and costings are robust. 			
Project Sponsor: Jackie Thomas Project Manager: Joanna David											

Better Haringey Stream Board

<p>(2) DELIVERING ENVIRONMENTAL IMPROVEMENTS ON HOUSING ESTATES IN HARINGEY CONT.</p>	<p>Enforcement on housing estates</p> <ul style="list-style-type: none"> • Planning for enforcement training completed (17th December – finishing late January) – estate services managers to be trained by Environmental Services Enforcement to enable them to issue FPNs on estates (littering, dumping). • Priority list of dumping hotspots a standing item at area based working meetings. <p>Performance management</p> <ul style="list-style-type: none"> • A series of meetings with the key service areas in Environmental Services are taking place to ensure the performance data collected is relevant and useful. Discussions regarding Waste and Recycling complete. <p>Area based working</p> <ul style="list-style-type: none"> • First briefing for HfH estates staff completed with approximately 40 people attending a 2 hr lunchtime workshop to explore ways in which a range of environmental services on estates could be improved, with a focus on local, responsive and joined up working. Two more briefings are scheduled for December and January, after which a work plan will be produced.
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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: £85k

Forecast spend: £217.95k

MANAGEMENT SUMMARY

Co-managed by the Better Haringey & Neighbourhood Management teams, Clean Sweep will take place in Tottenham & Seven Sisters on 14 – 16 December. This is the largest area that Clean Sweep had tackled so far, and this is reflected in the breadth of activities that are programmed to take place:

- Pro-active press / publicity and bespoke letters for residents receiving specific Clean Sweep activities.
- Briefing session for all staff involved in delivering Clean Sweep.
- Deep cleaning of a number of targeted streets including Westerfield, Suffield, Portland, Brunswick, Grove Park & Beaconsfield Roads.
- Clearing and Planting on a number of green or open spaces including Stamford Open Space, Hartington Park, and Carbuncle Passage.
- Co-ordinated reporting of fly-tipping and dumps on Hanover, Talbot, Antill, Cunningham, Tynemouth and Springfield Roads.
- Co-ordinated enforcement activities across the three wards in the neighbourhood.
- Schools activities, including workshops at the new Environmental Education Centre in Hornsey.
- Decoration of a local community centre by the Youth Reparation project.

Project Sponsor:
Joanna David

Project Managers:
Jon Clubb
Deborah Hogan

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

Better Haringey Stream Board

(3) COMMUNICATIONS & EVENTS CONT.

Recycling will be the key focus of outdoor advertising over the Dec – February period with communications planned through a number of channels including outdoor poster sites, radio advertising and Haringey People. Work will commence on the next campaign for March – April, which will be designed to support our efforts to improve our BVPI 199 scores.

Issues & Risks

The project initiation document for the Summer Green Fair has been approved by the Stream Board and Members, subject to further investigation of a suitable venue for the event. Both Alexandra Palace and Park & Finsbury Park have been suggested as possible alternatives to Albert Recreation Ground (which remains as the fall back position). These options will need to be investigated and a way forward agreed promptly to avoid impacting on the project plan.

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 (BVPI199a),

Original End Date: 31 March 08
End date last month: 30 Sept 08

Current End Date: 30 Sept 08

Theme Budget: £454,574

Theme actual spend: £187,672
Theme forecast spend: £454,574

MANAGEMENT SUMMARY

Eyesores Programme

- Network Rail has confirmed that it will comply with the 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. This involves replacing the existing unsatisfactory netting with more rigid materials. An extension of time has been agreed.
- The programmed survey of 'other land' owned by Network Rail has been completed. However, odd pockets of land continue to be discovered.
- Notices will be served in January for Network Rail to deal with a renewed bird problem from a bridge monitored in West Green Road. Additionally they will be asked to improve upon fencing that currently attracts passers-by to push through their empty drinks cans and other rubbish.
- The appeal lodged by Bridisco against a 215 Town & County Planning Act notice scheduled for hearing on 13th December has been postponed for 28 days. The company is considering submitting a planning application in order to enhance the fencing of the derelict land and screen out the eyesore. Several meetings have been held with a view to an out of court settlement. The Head of Legal Services has been represented at recent negotiations.
- A survey of Industrial estates has taken place. Additional sites are still being added
- A survey of the waterways has commenced but is so far restricted to parts of the River Lee and the Lea Non-navigational channel.

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 CONT.

Community Clear Ups

- Project on schedule, with 8 Community Clear Ups completed in September, covering 8,586 households within Tottenham Hale, West Green and White Hart Lane wards.

Mobile Clean Up Teams & Street Cleaning

- A rolling programme of work is in place and being monitored by Waste Management Services.
- Since September, the team have been additionally tasked to improve areas on a neighbourhood basis, as part of the Clean Sweep projects.
- Neighbourhood Managers for SSCF areas have been asked to nominate areas to receive an additional regular cleanse. This is scheduled to be in place for the New Year.

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 open spaces and allotments;
- deliver programme of tree planting, Haringey in Bloom and small grant funding;
- install a new playground in Chestnuts Park;
- meet cleanliness index targets and low ENCAMS scores,
- deliver a series of site specific improvement works with 'Groundwork';
- complete a review of resources and functions associated with Haringey's Park Management; and
- address condition surveys of sports and leisure facilities.

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

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

Theme Budget: £1.463m

Spend to date: £366k
Forecast spend: £1.463m

MANAGEMENT SUMMARY

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

- Fencing package has been released in two programmes for quotation by LHC Contractors – expected return date 5th Jan 07.
- Soft Landscaping has begun and materials delivered to two sites so far.
- Noel Park Playground has completed main construction and awaiting final snagging.
- Wood Green Landscape Project has been approved by Councillors and awaiting final plans to send off to AGRA (for comment) and for pricing by Crowleys.
- Architect for Archway Road Pocket Park has been appointed and preliminary designs expected before Christmas.

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

- Consultation commenced at Park Road In August 06, this presented a difficult exercise and a further forum was scheduled for Thursday 3rd November to confirm final detail of proposed plans and answer questions raised in October. This proved successful.
- 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

Project Sponsor:
John Morris

Project Managers:
Don Lawson
Andy Briggs
Paul Ely

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

Better Haringey Stream Board

(5) IMPROVING GREEN & OPEN SPACES CONT.

- **Risks** - The first project board was held during September and further discussion was had on settling the final account for year 1, this still poses a risk to the year two projects, AYH believed the final account will be within the agreed value and are working to settle with this in mind. AYH understand the risk posed should final account exceed agreed limit.
- **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.
- Specifications have been worked up for the replacement of the filtration systems at both TGLC & PRLC. Currently on hold subject to settlement of the Year 1 account.
- Tender documentation has been collated during November and will be advertised early to mid December. Commencement will be subject to final account of year 1 being settled in the region of the agreed limit.
- **Timescales** - All projects may experience slight slippage due to confirmation of final account works still planned for Jan/Feb07.
- **Issues** - Floodlight refurbishment has been placed on hold pending further detailed inspections of structure and view as to whether it's cost effective to proceed in light of WHLCSC future plans/vision.

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

- The plans for the new playground, some landscaping around the café, the multi use games area and the grassing over of the old tarmac area near the basketball courts will go forward as phase 1.
- Public consultation has taken place at Chestnuts Primary (November 9th) so local people can select the type of play equipment they would like to see in the park. The Friends have made the final decision on exactly what pieces of play equipment will be included in the tender package.
- **Timescale /Budget** - Tender documentation has gone out, contractors will need to feedback in a timely manner as timescales are tight. There is a small risk that quotations provided by contractors may vary from estimates provided by the quantity surveyors.

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 and ENCAMS monitoring (litter, graffiti, detritus) running in parallel. To be retained until 1 April 2007.
- Area Officers monitoring in accordance with ENCAMS methodology. Reporting against this method has commenced.

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** – Site specific briefs have been prepared, but will cause some delay to programme. Further work to be done to establish Groundwork as approved supplier status.

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

- **Timescales / Resources** - Friends Forum were not willing to agree or disagree with the 'significant parks definition' or which were 'significant parks'. Further meeting to be held.
- Gap analysis and benchmarking exercise to be completed to determine possible future resources.

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: N/A as phased programme of work

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

Theme Budget: £435k

Spend to date: £160.3k
Forecast spend: £435k

MANAGEMENT SUMMARY

Climate Change Action Plan & Projects

- Successful Climate Change held on 1 December.
- Nottingham Declaration signed.
- Small project underspend has been discussed with the relevant officers.
- Energy consultants for the schools energy audit have been selected. Key aim will be to attract grants for low carbon buildings.
- **Change control** – the project structure may change due to the 'greenest borough strategy' proposals. This process will be managed by the Interim Director of Environment.

New Recycling Projects

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

Communication, Participation & Engagement (Recycling)

- Project on schedule, with spend allocated throughout year.
- Promotional materials and new service leaflets are being developed – new leaflets for estates recycling collections have been produced in this period.

Project Sponsor:
Steve McDonnell

Project Managers:
Sule Nisancioglu
Zoe Robertson

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

Better Haringey Stream Board

(6) SUSTAINABILITY CONT.

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.
- Roll-out of new services began in November with spend due to show in the next period.

SECTION 5 – HOUSING STREAM BOARD

Housing Improvement Partnership Board

(1) REPAIRS PROCUREMENT

PROJECT DESCRIPTION/OBJECTIVES

- To achieve the procurement of a value for money responsive repairs and maintenance service for Haringey's tenants and leaseholders.
- Test the R+M market in order to identify providers of the service best able to deliver a fit for purpose solution for both the council and its housing clients.
- High level objectives for this project are to:
 - establish and confirm resources to oversee development of service specification, appointment of external resources and the procurement process
 - develop and implement a housing repairs procurement strategy that adopts modern procurement practices that aim to secure value for money and efficiencies.

Original End Date: Apr-07
End date last month: Apr-07

Current End Date: Apr-07

Project Budget: £100,000

Spend to date: £10,000
Forecast spend: £100,000

MANAGEMENT SUMMARY

Progress

- OJEU PQQs returned from 14 contractors including all of the biggest contractors in this type of work.
- Regular pattern of staff briefings and information to Trade Unions in place.
- Second draft of contract documents produced.

Timescales

- RAG moved to amber from green. Programme still shows market test and award will occur in time for the Audit Commission inspection but is dependent on all outstanding information being provided for the tender documents. Production of information relating to TUPE, vehicles, call centre etc is already later than programmed.

Issues and Risks

- November was a crucial month for collation of data required for tender much of which is still outstanding including:
 - TUPE lists for repairs operations and all other affected departments (NM/MH)
 - Vehicle leasing details (DB)
 - Customer Services (MH/JW) TUPE lists for vehicle maintenance and Customer Services staff (MH)
 - IT detail and flow chart (PD)
 - Property lists/geographical split (MH)

Project Sponsor:
Bob Watts

Project Manager:
Martin Hctor
Ridge and Partners

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

Housing Improvement Partnership Board

(1) REPAIRS PROCUREMENT (CONT'D)

Issues and Risks (cont'd)

- Code of Conduct (MH)
- Void Standard (MH)
- Complaints Policy (MH)
- Depot details including plant and equipment (DB)
- Standard Bond wording (MH)
- TUPE details from existing external contractors (KS)
- Clarification of pension issues relating to TUPE transfer

Budget

The budget is currently within target and is projected to stay so.

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: £3,653k

Spend to date: £1,458k
Forecast spend: £4,700k

MANAGEMENT SUMMARY

Timescale

- Phase 2 PID did not go to the Housing Improvement Programme Board in November as per last month's Highlight Report. It will go on the 11th December.
- The Performance Management system should be in place by the next reporting period (December – January). The reports needed to capture necessary information have been agreed between Adaptations and E-care. The reports to be written by the Performance Team by the end of December.

Issues

- On-line catalogue - A Senior OT Practitioner is working on the list of equipment which should be offered based on the Fair Access to Services criteria. When this is complete, a consultation will take place with prescribers and the PCT. The on-line catalogue will be implemented once this process is complete.

Risks

- A Contingency plan needs to be drafted if funding is not secure for council property adaptations 2007/08 onwards and £1,450,000 has been put into the Pre-Business Plan Review (PBPR) 2007/08. Initial bidding papers will go to the Council Executive on the 19th December and a final decision should be made by the end of January 2007.

Budget / Resources

- £1.3m additional capital obtained in October 2006. This is broken down into £319,000 for private sector adaptations and £981,000 for council property.

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

Project Sponsor:
Jim Crook

Project Manager:
Gary Jefferson

Housing Improvement Partnership Board

(2) ADAPTATIONS PROJECT

- Private sector adaptations - Commitment within the Disabled Facilities Grant (DFG) and Repairs is £800,000 (original budget) with a further £319,000 of additional money outlined above. This additional money is committed to 2 surveyor posts (£40,000) with the excess (£279,000) being used for additional adaptations from November 2006. Based on an average cost of £7,000-£10,000 per adaptation, this will enable an additional 25 -40 adaptations to be put on site; however this could leave an excess of 250 cases which have been assessed as outstanding with a potential cost of approx. of £1.8m. The financial allocation in 2007/08 of £800,000 will deal with approx. 80 - 115 cases. It is likely that 250 new cases will be assessed in 2007/08; therefore, waiting lists in the private sector will continue to grow unless funding is made available or cases can be resolved alternatively. We have started to look at alternative solutions and in this reporting period we have reassessed the provision of 20 level access showers leading to potential cost savings of approx. £140,000.

Housing Improvement Partnership Board

(3) EMPTY PROPERTY PROJECT

PROJECT DESCRIPTION/OBJECTIVES

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

Original End Date: Apr-07
End date last month: Apr-07

Current End Date: Apr-07

Project Budget: £40,000

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

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

Management Summary

- Significant progress has been made on reducing the turnaround time for November to 27.33 days: the best performance to date this year.
- Significant progress has also been made on reducing the year to date turnaround time to 37.02 days
- All 'ready for let' dates for lettings made from April to November inclusive have been checked for accuracy and where appropriate have been corrected on OHMS - this has contributed to the significant reduction in turnaround.
- Excellent progress has also been made on reducing the total number of current voids held to the lowest figure this year i.e. 167 voids (144 General Needs voids and 23 Supported Housing voids) – this equates to a significant reduction of 119 voids since June.
- Excellent progress has also been made on reducing the total number of voids at the repair stage to 97 from a high of 173 in June.
- Good progress has been made on reducing the average number of days that voids requiring average works (VAVs) are turned around (18.58 days year to date)
- The number of lettings for November equalled the number of new lets made (58).
- The number of voids passed as ready for let for November (71), exceeded the number of new lets made (58).
- The implementation of Home Connections was delayed but went live on 11th December.

Project Sponsor:
Jackie Thomas

Project Manager:
George Georgiou

Housing Improvement Partnership Board

(4) EMPTY PROPERTY PROJECT (CONT'D)

- The Lettable Standard has been signed off by Executive Management Team and will now be designed and printed.
- Voids Summit held and further improvements to voids process/Homes Connections identified.

Housing Improvement Partnership Board

(5) LETTINGS AND ALLOCATIONS PROJECT

PROJECT DESCRIPTION/OBJECTIVES

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

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

Current End Date: Dec-06

Project Budget: Not ring-fenced: comes out of mainstream service budget

MANAGEMENT SUMMARY

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

The electronic Re-Registration exercise was not completed within time scales. Daily contact with key suppliers is being maintained to address risks and issues. Authority has been delegated to the Director of Social Services & Housing to make key decisions.

2 consultants with strategic and operational experience in the implementation of choice based lettings schemes are supporting the work.

Key project staff continue to meet daily to drive implementation.

Project Sponsor:
Julian Higson

Project Manager:
Emily Northeast

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

SECTION 6 – PEOPLE STREAM BOARD

People Stream Board															
<div>(1) EQUAL PAY REVIEW</div>							<div>Project Description/Objectives</div> <div>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:</div> <div><div><div>A new pay and grading structure with simplified grades and progression criteria</div><div>One job evaluation scheme to be used for all staff within a specified pay range</div><div>Pay protection arrangements</div><div>A set of premium rates to be applied to employees required to work</div></div></div>								
							Original End Date: 31-03-07		Current End Date: May 2008		Project Budget: £100,000		Spend to date: None		
							Revised End date: 31-03-07						Forecast Spend: £100,000		
Month This	Month Last	Status	Time scale	Budget	Resources	Issues	Risks	<div>MANAGEMENT SUMMARY</div> <div><div><div>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.</div><div>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.</div><div>The above proposal has been shared with the Project Board and Trade Union Representatives.</div></div></div> <div>Timescales</div> <div><div>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.</div><div>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 affect on the project budget. As the project is only in its early stages this will be monitored and reviewed at a later date.</div></div>							
G	G	A	G	G	G	G	<div>Project Sponsor:</div> <div>Andrew Travers</div> <div>Project Manager:</div> <div>Steve Davies</div>								

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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 28th 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 20th 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 27th October. It will now be presented to Chief Executive's Management Board on 21st November and then to General Purposes Committee on 18th 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.
- The funding for procurement of e-learning software was signed off at the last People Stream Board on 18th 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.

Project Sponsor:
Stuart Young

Project Manager:
Dave Cope

People Stream Board

**(3) CORPORATE
HEALTH & SAFETY
ACTION PLAN CONT.**

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 18th October. There are no further foreseeable funding 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									
<div>(1) ASSETS STRATEGY</div>							PROJECT DESCRIPTION / OBJECTIVES		
							To ensure development and implementation of the corporate Asset Management Plan and the effective provision and utilisation of assets to support the Council's overall objectives.		
							Specific project objectives are to:- <ul style="list-style-type: none">• Introduce a single framework for the corporate management of property which will increase the efficiency and effectiveness of building management.• Rationalise the accommodation portfolio and provide office space which is suited to modern ways of working.• 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: £654k Forecast spend: £2435k (£518k carried over to 2007/08 for Accommodation; £110k for Assets)			
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks	CORPORATE MANAGEMENT OF PROPERTY		
A	A	A	G	G	G	G			
<div>Project Sponsor: Andrew Travers</div> <div>Project Manager: Dinesh Kotecha</div>							The Project Team are currently carrying out analysis and review of the Property Helpdesk, including detailed reports on contractor and helpdesk performance as well as the nature, location and frequency of faults reported.		
							All property assets have been programmed into the planned maintenance module of Manhattan which is now undergoing extensive testing. A planned maintenance programme has been drafted for finalising with Homes for Haringey.		
							The specification for integrating Condition Survey reports has been submitted to Raindrop and is currently being developed, as is software for uploading condition survey information directly into Manhattan.		

Value for Money Stream Board

(1) ASSETS STRATEGY CONT.

In conjunction with Corporate Procurement, progress has been made toward securing a maintenance contract for reactive work (urgent repairs, often of a health and safety nature such as fixing loose carpet tiles) and the contract has now been advertised. In the meantime it has been necessary to continue to use contractors from previous procurement arrangements to ensure these works are carried out.

The initial stage of the change management programme is nearing completion with only one stakeholder meeting outstanding.

Two Assistant Facilities Manager posts are being advertised (closing date is 1.12.06).

Accommodation Strategy Stage 1

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

A continuing concern is the current lack of solutions for re-locations to enable the vacation of the Town Halls and Civic Centre according to the original plan and development timescales. The new Project Steering Group for Hornsey and Tottenham Town Halls will address some of the re-locations, particularly non-Council users. Options for re-location of staff from the Civic Centre (North wing) and Hornsey Town Hall complex (equivalent to some 300 staff) are being drawn up and may include some use of Technopark.

Accommodation Strategy 2007-10

A presentation was made to VFM Stream Board on the forward Accommodation Strategy 2007 -10 which aims to refresh and accelerate the strategy, taking account not only of any remaining items from Stage 1 but also changes in needs, issues and general accommodation practice since the strategy was first agreed. This includes demand and capacity, strategic direction, increasing the pace of rationalisation and significant improvement to working environments which will support modern working practices. Further presentations are scheduled for CEMB and EAB in order to obtain a steer on a number of matters ranging from specific buildings to corporate standards and priorities.

Portfolio Reviews - Community Buildings

Review completed subject to consideration by Members. Report scheduled for EAB and Executive on 9th and 23rd January respectively.

Value for Money Stream Board

(2) PROCUREMENT PROGRAMME

PROJECT DESCRIPTION / OBJECTIVES

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

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

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

Current End Date: Apr-2007

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

MANAGEMENT SUMMARY

The November Procurement Project Board (PPB) signed off the PID for the Passenger Transport project. The scope of the project now includes market testing of the In-house service provision.

We currently have complete Aug – October management reports from Hays, partial July data and nothing for the period 22 May – 6 July. The missing data has been requested at least at an overall council level and we hope to have it before the end of December.

The data provides details of individual temps; hours worked; rates of pay. From this we have produced estimated total 2006/07 savings based on continuing at current spend and usage levels plus a number of variants. The initial projections suggest that we are on track to achieve budgeted savings, however we urgently need the historic data.

Project Sponsor:
Tbc

Project Manager:
Michael Wood

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

Value for Money Stream Board

(2) PROCUREMENT PROGRAMME CONT.

DETAIL:

Savings Target

A paper will be presented to CEMB in December that addresses the Red status of this report and the way forward.

Transport Services

PID signed off by PPB on November 9th. Invitations to tender have now been sent out and are due for return on 18th December 2006. The Project team are currently working on the evaluation model.

Training Consultants

CPU have met with OD&L. The PID is now in draft format and will be brought to the December PPB. A spend analysis has been undertaken showing a spend of £6M of which £1.5 is with HALS.

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.

A contract with OGC Buying Solutions has been entered into this month. Although this contract will generate savings, they are not able to be counted towards the council's cashable savings target..

Value for Money Stream Board

(3) USE OF RESOURCES

PROJECT DESCRIPTION / OBJECTIVES

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

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

Original End Date: Dec-06

Current End Date: Dec-06

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

MANAGEMENT SUMMARY

- In light of the 2006 published results a new action plan will be drafted in November 2006 to take the project through to October 2007.
- The highlight reports for the 2006/07 efficiency reviews will report directly to the value for money stream board.
- An update on the debt recovery review issue will be taken to the Use of Resourced meeting in December.
- Budget Scheme of Delegation; work is in hand to complete the revised scheme by end of December 2006 as planned. Heads of Finance are currently completing appendices to show Budget Holders and local financial delegated powers so that these can be added to the scheme. The current version of the scheme is being reported next week to discuss any further improvements that need to be made.

Project Sponsor:
Gerald Almeroth

Project Manager:
Kevin Bartle

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

Value for Money Stream Board

(4) BENEFITS & LOCAL TAXATION VFM REVIEW

PROJECT DESCRIPTION / OBJECTIVES

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

Original End Date: February 2007

Current End Date: February 2007

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

MANAGEMENT SUMMARY

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

The review started in September. This is the third Project Highlight Report and covers the period 1 – 30th November 2006.

The key activities undertaken during the period are outlined below:

- Benchmarking survey distributed to selected group
- Present cost, performance and productivity data for Haringey BLT service being documented and analysed. Initial draft report to be discussed at Project Board 12th December.
- Analysis of available benchmarking data started and to be included in draft to Project Board on 12th December.

Project Sponsor:
Paul Ellicott

Project Manager:
Jaime Le Cornu

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

Value for Money Stream Board

(4) BENEFITS AND LOCAL TAXATION VFM REVIEW CONT.

- Some Customer Services performance and productivity data received, financial data requested.
- External sources have been contacted, objectives agreed and timescales set in respect of understanding the wider service delivery market and the subsequent costs.

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 (Phase 2)

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: £85.141k

Forecast spend: £185k

MANAGEMENT SUMMARY

CMS – Phase 1

UAT has not been signed off as Vendor testing has not commenced, due to issues with the URL, which Logica are working on at present. It is anticipated that vendors will be scheduled into test once the URL is working anticipated date of resolution 1st Dec 2006, anticipated date for vendors to test the system W/C 11th December.

The move across to QAS has happened re- testing has commenced by the project team to ensure all functionality is working as expected, however there have been some issues which are being looked at by Logica at the moment.

Two changes from the change log have been approved, these will be completed using 10 enhancement days agreed by CST. All outstanding quotes for changes have been passed to the Project Sponsor for approval from the VFM board.

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
G	G	G	G	G	G	G

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

Upgrade

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

Timescales for implementation and testing of 9 out of 13 of the changes to be made in the system have now been included in the Project Plan which has moved the Go-Live date to the 22nd December.

The options paper on the SS / C & YP issues has been drafted and any recommendations will need to be agreed by SS & C & YP.

CMS Phase 2

Planning for phase 2 roll out has commenced. The training plan for CMS is currently being reviewed. The BULCO role definition has been approved by the project Sponsor and has yet to be formalised across the council. BULCO one to one interviews have been scheduled throughout November and December.

An implementation plan has been drafted.

SRM Training material has been updated and has been approved by the Project Sponsor.

Business Intelligence

Sign off document has been provided by Logica, the contents will be reviewed by Haringey.

Upgrade

The R3 upgrade has successfully been delivered on time. By meeting our target to deploy the upgrade by December 06 we have saved the council money by avoiding an additional 2% on our annual maintenance fee.

This upgrade also eliminates the development limitation encountered with the previous version. We are now in a better position to exploit new functionality that will enable us to continue to meet business benefits for the council and remain at the forefront of technology.

Value for Money Stream Board

(4) TRANSACTIONAL
EFFICIENCY CONT.

Transactional Efficiency

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

Transactional Efficiency

This project has been placed on hold until further notice

SECTION 8 – CUSTOMER FOCUS STREAM BOARD

Customer Focus Stream Board

(1) INSOURCING ICT LEVEL 1 PROJECT

PROJECT DESCRIPTION/OBJECTIVES

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

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

Current End Date: Dec 2006

Project Budget: £6.435m

Committed spend to date: £3.945m
(expected)
Forecast Spend: £6.064m – £6.594m

MANAGEMENT SUMMARY

The Programme continues to progress within time, cost (inclusive of contingency) and quality tolerances allowing the **overall** programme RAG status to continue at Green. The contributing factors to the overall status are highlighted below:

Timescale:

The timescale for external recruitment was originally acknowledged as being tight, however operational and budgetary reasons mean that recruitment to certain posts has been deferred to the next financial year to become part of the normal recruitment process, and good progress continues to be made in recruiting to the remaining posts, thus reducing timescale pressure from this source. Certain legacy applications and servers are proving difficult to migrate/decommission due to lack of sufficient vendor support for migration or business support for decommissioning. It is anticipated that these issues will take some time to resolve but that they will be within the capabilities of the newly recruited engineers joining in December / January, therefore these migrations / decommissionings are being moved into BAU. It is anticipated that the other outstanding migrations / decommissionings will be completed within the programme timescales. Thus the overall end date for the programme is still viable within tolerances and therefore the programme timescale RAG status remains at Green.

Project Sponsor:
Davina Fiore

Project Manager:
Lidia Lewis

Customer Focus Stream Board

(1) INSOURCING ICT CONT.

Budget:

The project team is continuing to apply the cost management plan agreed with the Board at the meeting of 19th October and as a result the worst case budget outcome and, more relevantly, the mid-point outcome continue to improve. However there is still an overall threat to the budget, which means that the programme budget RAG status continues at Amber.

Resources:

With the support of ITS Business Partners and ITS Project Managers, it has been possible to contain business project demand for operational resources, thus freeing up sufficient resources to support the Legacy Environment Decommissioning team in completing their modified deliverables (see comments relating to timescales above) by end of December. Thus 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:

Three streams are managing budget-threatening risks as previously noted, leading to the programme risk RAG status continuing at Amber.

Customer Focus Stream Board

(2) 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.

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

MANAGEMENT SUMMARY

WOW! Awards

- 225 nominations were made within the first three months of the pilot – a response much better than even highest expectations. Only the very exceptional are being forwarded to the WOW! organisation for consideration. Both of the first two submitted were given WOW! Awards – presented to the winning staff by the Leader on 6th October. A further 3 have since been awarded and arrangements are in hand for the Deputy Leader to present these.
- In consultation with colleagues, draft proposals to roll the scheme out corporately are being developed. Initial consultation will be undertaken at the Corporate Complaints Officer meeting on 8th December.

ICS Awards programme

- The pilot was launched on 25th September and the application / selection/matching process has been completed. This all proved far more time consuming than had been anticipated, despite the extensive forward planning in place. Initial briefing sessions for both coaches and practitioners were held at the beginning of November. We are currently tracking that coaching meetings are taking place and dealing with issues arising.
- The need to explore a contingent bid for post pilot funding has been flagged with the Head of OD+L.

Project Sponsor:
Justin Holliday

Project Manager:
Chris McLean

Customer Focus Stream Board

(2) CUSTOMER FOCUS PROJECTS CONT.

Customer Focus Network

- This too was formally launched on 25th September. Membership will be expanded to include those involved in the ICS Awards pilot.
- 4th edition of the newsletter published.
- This is the most ambitious of the three pilot projects and the one most dependant upon the active interest and support of services, which to date has been extremely disappointing. The first task group – to review the existing Customer Charter – will take place on 8th December.

Risks:

No change. Engaging the organisation and lack of corporate clout to help achieve this. The active interest and support of the Customer Focus Streamboard has been sought. This especially applies to the Customer Focus Network project as well as the more general brief of Customer Focus. A Customer Focus presentation was considered by CEMB on 17th October and further by the Senior Managers' Seminar on 23rd October. This is being followed up by SMT on 7th Dec and then jointly with CEMB on 12th Dec.

Customer Focus Stream Board

(2) CUSTOMER SERVICES IMPROVEMENT PLAN

PROJECT DESCRIPTION/OBJECTIVES

To implement the Customer Services Improvement Plan.

Original End Date: tbc
End date last month: tbc

Current End Date: tbc

Project Budget: Not applicable

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

MANAGEMENT SUMMARY

In order to focus attention and efforts on improving the performance within Customer Services, it has been agreed to suspend further implementation of the Customer Services strategy until October 2007.

An Improvement Plan has been written that focuses on three key areas:

- Real Time Management
- Our staff; our strength
- Sharing problems and solutions

A Board, led by Justin Holliday, will meet monthly to review progress against this improvement plan and this will be formally monitored from next month.

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Executive**On 23 January 2006**Report title: **The Council's Performance – November 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 November 2006 using the balanced scorecard format.

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

- 2.1 I welcome the third month running where I report a balanced position. This reflects good work in managing budgets and needs to be continued for the rest of the financial year.

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

- 2.2 I am pleased to report to my Executive colleagues that 70% of indicators are achieving or close to achieving target. 70% of targets are the same or improved since the end of last year.
- 2.3 Focus is required on NEETs, although performance in this area has improved considerably we still need to work on the area. Also, Children's Act complaints (stage 1) are below target to be responded to within 10 days, 69%, in the year to November, to an 80% target.
- 2.4 Street Cleanliness figures are disappointing but I am pleased to see the Encam initiative (joint monitoring of street cleanliness with Accord) is working towards beating unacceptable levels of litter. The figure of 32% of roads having unacceptable levels of litter for November is a good improvement on the previously reported figure of 41%.
- 2.5 I am pleased that there has been a significant improvement in Customer Services Performance with 34% of calls answered within 15 seconds, compared to under 18% in October. Nevertheless, I still have concerns as the target is 70% for the year. I can see the Customer Services improvement plan is making an impact and hope this continues in the same way for the remainder of the year.

2.6 Levels of sickness are still concern, although November has seen a slight improvement but is still not meeting the 8.8 day target.

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 November 2006 in the balanced scorecard format.

4.2 In summary the balanced scorecard shows that for the excellent service perspective 66% of indicators are on target or close to the end of year target at the end of November. For 24 of the 36 (67%) customer focus measures, performance targets are being met or close to being met. For financial health 23 of the 31 measures traffic lighted achieved amber or green status meaning for 74% 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 16 of the 18 (89%) measures, performance is at or close to expected levels.

4.3 Overall 70% of indicators are achieving or close to achieving target. In addition 70% of indicators have maintained or improved performance since the end of last year.

4.4 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.

4.5 In summary, based on the November 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 November position, the revenue budget shows a balanced position.

The aggregate capital projected position in 2006/07 is currently projected to under spend by £0.9m.

Legal Implications

There are no specific legal implications arising from this report, however the response rate for freedom of information requests although improving is still below target and needs to improve further to ensure we meet the statutory time limit.

Equalities Implications

Whilst equalities is a central thread throughout 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 Learning Disabilities and Mental Health combined with reductions in services in the health sector. 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 November 2006. It is based on the financial monitoring reports prepared for the budget management meetings held on 14 December for period 8 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, 15% Amber and 34% Red, with 40 out of 61 showing an improvement or maintained performance compared with 2005/06 outturns.

8.2 Children and Young People

- 8.2.1 Based on the November position the children and young people's budget 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 November, LAC numbers are 392 (excluding unaccompanied

asylum seeking minors), which is a decrease of 6 compared with the end of October. The budget assumption was 365 by the end of March 2007.

8.2.3 The asylum position shows a gross shortfall of £3.3m and relates to both children and adults. This is covered by a planned contingency of £1.1m and assumed special case grant claims of £0.8m and £0.6m for 2005/06 and 2006/07 respectively. The net expenditure of £0.9m has been covered by a virement, approved in September, 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, an additional Home Office grant for 2005/06 has been agreed at 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.

8.2.4 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. This will be funded by a re-profiling of formulaic allocations.

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

8.2.5 All 78 statements of special educational need, excluding exceptions, issued in the year to November were prepared in the 18 week timescale. When exceptions are included 78 out of 91 (85.7%) statements were issued within 18 weeks, exceeding the 85% target. The good performance continues with both parts of the indicator exceeding target.

8.2.6 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
- 8.2.7 11.5% of our looked after children had three or more placements as at November '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.
- 8.2.8 All 18 reviews of children on the register due in November 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.
- 8.2.9 There were four adoptions in November (BV163) and ten in the year to date. The service expect to achieve 23 adoptions this year and are on track to achieve a further nine adoptions with all but four of these children already placed with their proposed adopters. In addition there are at least five special guardianship orders linked to present proceedings which should be granted in the next three months making a possible total of 24 adoptions by year end.
- 8.2.10 New statutory timescales for Children's and NHS complaints have been introduced from 1st 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 (stage 1) is below target with 24 of the 35 cases closed in the year to November (69%) responded to within timescale against a target of 80%.
- 8.2.11 The cost of service per child for play (£3,582) and early years (£15,296) 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 November position is a balanced budget position. The shortfall of £900k in parking income results from the delays in the implementation of CPZ plans, other pressures within the parking budget and not being able to recover non-valid pcns (the Barnet case). It is proposed to deal with the shortfall through reduced revenue contributions to capital and 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 has been considered as part of the budget planning process.

- 8.3.2 Capital is currently projected to spend £0.5m below budget. 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 The projected parking income recovery target for the year is 61% and this remains on target based on performance to end of November.
- 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 22.1% of household waste was recycled or composted in the eight months to November '06 exceeding our 22% target for 2006/07. The November rate of 20.9% is likely to improve further as tonnage information is still being received.
- 8.3.6 The waste tonnage collected for November when seasonally adjusted increased compared to recent months with 367 Kg of household waste collected per head. Performance remains within the upper quartile in London although slightly short of the target set for 2006/07.
- 8.3.7 In November 38 out of 41 minor planning applications (93%) were determined in 8 weeks & 88% in the year to date, both exceeding our 83% target and beating the government target (65%).
- 8.3.8 The first phase survey results on street and environmental cleanliness were disappointing showing that 40% 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. In addition, we have begun our own in- house monitoring from October '06 and this is showing similar results to the Encams monitoring with a reduction to 32% of roads having unacceptable levels of litter and detritus as at November '06 The in-house monitoring results are encouraging showing better levels of performance for litter and detritus although performance on graffiti and fly posting appears to be worse than that recorded in the official surveys. It is hoped that the cleanliness results are an indication of the improvements made and will be reflected in the phase 2 results from Encams expected shortly.
- 8.3.9 Performance on planning application appeals that have been allowed against the authority's decision to refuse permission improved considerably in November with only 2 out of 16 cases allowed. Our performance in the year so far at 39% remains outside our 30% target for 2006/07. This relates to 39 out of 99 cases from April to November.

- 8.3.10 The number of seasonally adjusted visits to our sports and leisure centres at 1.2 million continues to be above the target of 1.08 million. Attendance at all three leisure centres remains high at 10.5% above attendance target. Growth in attendance is primarily due to strong performance at White Hart Lane Community Sports Centre's new pitch and health and fitness at Tottenham Green Leisure Centre & Park Road Pools. Our sports & leisure service are currently running a marketing campaign 'what's your worth' to further increase membership base and utilization of the new Health & fitness areas.
- 8.3.11 The parks cleanliness index of 85 in the year to November continues to exceed the target of 80.
- 8.3.12 The average number of days to repair streetlights was 1.5 days in November well inside target of 3.5 days.
- 8.3.13 Faults relating to power supply handled by our District Network Operator (DNO) - currently EDF –in November was an average of 18.5 days to repair the fault. The year to date position has increased to 16 days although still inside the target 20 days.
- 8.3.14 There were 87 people killed or seriously injured (KSI) in the period January to August '06, 6 of these in August a reduction from the marked increase in the numbers from May. The monthly accident statistics are higher than in 2005 but recent analysis failed to find any common factors including location 'hot spots'. KSI numbers in the 8 months to August scaled up for the year at 128 is above the 124 target for the calendar year 2006 and an increase on the 94 KSIs in 2005.

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 remains the same as reported in period 7 at £0.1m taking account of the £2.4m virement approved in September to cover the overspend reported at that time.
- 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 £0.8m below budget in this financial year. This is largely due to revised rephasing of the projects for E-Care (£0.6m) and Osborne Grove Older People's Services (£0.3m).

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:

- 91.6% of items of equipment were delivered in 7 working days in November, exceeding the 88% target. The position in the year so far at 87.7% is just 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*). It is hoped that the recent good progress made in this area can be sustained so that the target for the year will be achieved.
- 126 adults and older people per 100,000 population were receiving a direct payment as of November, short of the 141 target for the month.. Performance on this indicator is cumulative with the target of 150 to be achieved by 31 March '07. Although improvement has been made in this area and we are currently in the 'good' performance banding between 90<150, we are still performing below the target levels set for 2006/07. The target set was ambitious and if we achieve our target, we will be in the best performance banding for this measure but it will not be easy to achieve. However the service are working towards the target and have recently re-set individual targets for each of the client groups to keep them focused on achieving the target.(*BV201/ PAF C51*)
- In the year to November there were 84 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. This is a relatively new indicator and the service is in the process of auditing the data on the system to ensure it accurately reflects performance and to understand the reasons for 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 November although performance in the year to date at 77% is closer to 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 51.4% 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%. Performance in this area is under constant scrutiny and figures reported here relate to the rolling year December '05 to November '06. However current projections based on performance in the year to December indicate that performance at year end should be close to the 71% target.

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 was recorded on Framework I at 4.6% as at November '06 against a target of 12%. However this is only one source of data where individual files exist for a carer and where we can clearly pick up the services they receive. Other carers whose details are held jointly with the cared for person are not picked up through the database and are collected at intervals throughout the year. We are due to collect and report on this second source of data in December but early indications suggest that this will increase the figure to 14% exceeding our target.

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

- 58% of adults and older clients were recorded as having received a review in the rolling year to November '06. Performance in this area is being monitored and reported on weekly and end of year projections indicate that the 65% target should be achieved.

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 along with year end projections where available. 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 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 £400k which is mainly as a result of a shortfall of leasehold service charge income compared to the budget.

- 8.4.10 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:

- 8.4.11 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.
- 8.4.12 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.
- 8.4.13 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 November '06 remains high at 61 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.
- 8.4.14 The cost per nightly rated accommodation at £41.35 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 £881 against a target of £842.
- 8.4.15 The average re-let time of local authority dwellings reduced further to 27.33 days in November almost hitting the target for the first time this year and bringing the year to date position to 37 days. It is unlikely that the 2006/07 target (27 days) will be achieved but performance is now moving in the right direction.

Rent Collection

- 8.4.16 Rent collected as at November (BV66a) is projected at 96.24% 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.
- 8.4.17 The percentage of tenants with more than seven weeks rent arrears increased slightly to 15.46% in November remaining short of our target of 10% for 2006/07.

8.4.18 The proportion of local authority homes which were non 'decent' as at September '06 was 44% against a target of 42%.

Repairs

8.4.19 In November 82.4% of responsive repair appointments were made and kept, a reduction on the 98% achieved in September. An audit is being carried out in December as contractors' own monitoring shows better performance.

8.4.20 The average time to complete non-urgent responsive repairs increased to 13.83 days in November but remains inside our 14 day target.

8.4.21 The percentage of urgent repairs completed within Government time limits reduced to 87.11% in November with a year to date position of 92.42% 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 £180k under-achievement of commercial rent income. The shortfall is largely around vacancies at Technopark. Work is being done to market the vacancies as well as reviewing the demand for different types of workspace to attract further business. Management action to reduce spend is also being taken and therefore the Finance Department as a whole is projected to be on budget.

8.5.2 The capital budget is projected to spend at budget.

Council Tax and Business Rates

8.5.3 94.64% of Council tax was collected in November exceeding the 93.75% target for the third month this year. Collection in the second quarter and recent months has been consistent with a year to date position now very close to the target at 93.66%. Based on the latest estimates of London performance Haringey is now very close to 3rd quartile boundary improving from previously bottom quartile performance. (BV9)

8.5.4 The collection of business rates in November at 96.95% was short of the target although fluctuations are to be expected when new accounts are raised. 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 further in November with 90.5% of invoices paid in 30 days. Whilst still short of the 92% target performance the year to date is now 86.2%. 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 remained at the improved level of 34 days in November bettering the 36 day target. The revised processes and ongoing initiatives have now 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 43.6 days is still short of the target. The key is to sustain this level of performance for the remaining months of the year.
- 8.5.7 Performance on the recovery of housing benefits overpayments and housing benefits written off both remain on track to achieve year end targets.

8.6 Chief Executive's

- 8.6.1 As reported last month the revenue budget is projected to underspend by £0.1m largely due to a review of vacant posts in OD.
- 8.6.2 The capital budget is projected to underspend by £0.3m due to slippage on the Hornsey Library rewiring scheme. This is due to the complexity of the project and will be requested as a carry forward.
- 8.6.3 Visits to our libraries in November 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 £2.32 inside the target of £2.40.
- 8.6.4 There were 261 domestic burglaries in November which seasonally adjusted and scaled to an annual equivalent is above the target. However burglaries in the year to date (1,708) when seasonally adjusted and scaled to an annual equivalent equate to 2,570 and remain inside the target of 2,711 for 06/07.

9 Customer Focus

- 9.1 The November balanced scorecard shows 67% 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 again in November with 170 of the 221 (77%) complaints at stage 1 (local resolution) responded to within the 10 working day timescale against a target of 80%. For the more complex service investigation (stage 2), performance declined to 71% in November, with 25 out of 35 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 65% and 70% of stage 1 & 2 complaints responded to within target timescales in the year to November.
- 9.3 In November 4 out of the 6 stage 3 complaints (independent review) were closed within the 20 working day timescale. Performance in the year to date continues to hit the 90% target with 28 out of 31 complaints received completed on time.

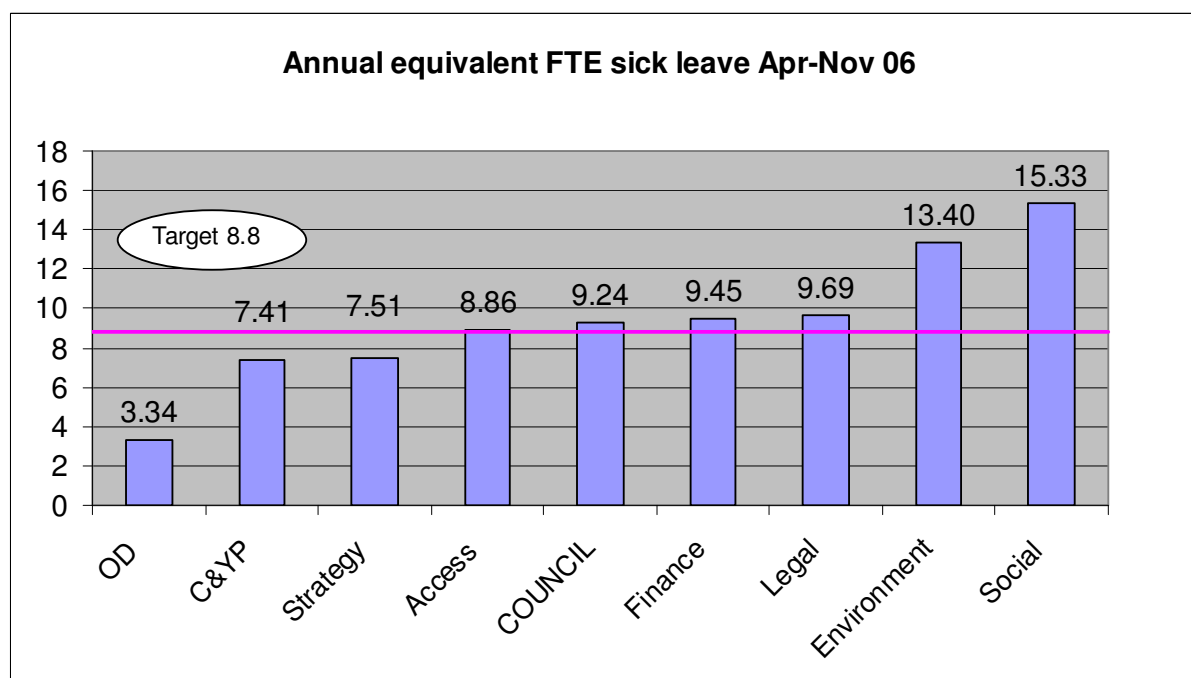
- 9.4 Of Members' enquiries cases closed in November 279 (87%) were handled within 10 working days, closer to the 90% target. Performance in the year to date has improved slightly at 84% with 2026 out of the 2423 cases closed in the year dealt with inside the 10 day timescale.
- 9.5 Freedom of Information (Fol) performance in November increased to 69% just below the 70% target. 66% of Freedom of Information (Fol) requests were actioned within the 20 day timescale in the year to November.
- 9.6 77% of Council wide telephone calls were answered within 15 seconds in November, just short of the target, although the year to date position of 78% still exceeds the target.
- 9.7 Customer Services performance is now starting to show some improvement after a number of months where performance was extremely poor. In November performance increased to 34% of call centre calls answered within 15 seconds up from 18% in October but against a 70% target for the year. In addition, the average queuing time in November reduced to less than one and a half minutes. The Customer Services improvement plan is starting to make an impact and it is hoped that this level of improvement can be sustained for the remaining months of the year.

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. An update on progress in this area will be provided in the December/ 3rd quarter report.

Sickness

- 10.2 The average number of working days lost to sickness per full time equivalent employee decreased slightly to 9.4 days in November. Performance in the year to November (excluding Homes for Haringey) at 9.2 days is now above our 8.8 day target. The graph below shows the breakdown of sickness levels across the Directorates.



A review of sickness absence in Environment was carried out during 2006 with a number of actions taken to address and reduce sickness absence. Actions include compulsory sickness management training for all third and fourth tier managers, new simplified guidelines setting out responsibilities around sickness management and the implementation of a single template to record sickness and provide triggers for managers where intervention is required. Sickness absence is being regularly monitored and reported to the DMTs and the efficiency review group with action plans and individual targets for any areas where sickness exceeds the corporate target.

11 Performance Summary

11.1 In summary the balanced scorecard shows that for service delivery 66% of indicators are on target or close to the end of year target as at the end of November. For 24 of the 36 (67%) customer focus measures, performance targets are being met or close to being met. For financial health 23 of the 31 traffic lighted measures achieved green or amber status, meaning for 74% 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 16 of the 18 (89%) measures, performance is meeting or close to expectation. Overall 70% of indicators are achieving or close to achieving target. In addition 70% 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 November 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	57.5	0.1
Housing	(3.2)	0
Environment	51.7	0
Finance	9.9	0
Chief Executive's	26.0	(0.1)
Non-service revenue	8.7	0
Total	366.5	0

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 £400k.

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	52.6	25.5	0.7
Social Services	8.0	1.8	(0.8)
Housing – General Fund	3.2	1.3	0
Housing – HRA	18.2	7.7	0
Environment	17.3	6.2	(0.5)
Finance	4.8	2.3	0
Chief Executive's	13.3	4.9	(0.3)
Total	117.4	49.7	(0.9)

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
8	Children & Young People	Rev	52		LPSA pump priming grant allocation.
8	Chief Executive's	Rev	70		Business Awards programme (£45k) funded from sponsorship income and Haringey People additional advertising income (£25k).
8	Finance	Cap*	-813		Review of Accommodation Strategy spend.
8	Finance	Cap	60		Youth Justice Board capital infrastructure grant.
8	All	Rev	105	105	Transfer of additional budgets to IT to pay for IT hardware.
8	Chief Executive's	Rev*	125	300	New Members allowances scheme.
8	Environment	Rev*	-269	-269	PEPP's restructure.
8	Environment	Cap	-198		Removal of carry forward already

					included within Route 29 allocation.
8	Environment	Rev	239	239	Transfer of CCTV function budget from Highways to Parking.
8	Environment	Cap	15		Haringey cycle link 78 improvements in Finsbury Park funded by TFL grant.
8	Environment	Rev	24		CABE enabling agreement for Hale Village project (£12k) and Markfield Recreation Ground (£12k) funded from DCLG Growth Area Fund.
8	Children & Young People	Cap*	7,280		Acquisition of land for the new secondary school in Haringey Heartlands funded from DCLG Growth Area Fund (£4.2m), Section 106 funds (£1m) and BSF through a future capital receipt (£2.08m).
8	Children & Young People	Cap*	-2,080		Contribution from BSF for above land purchase.

15. Recommendations

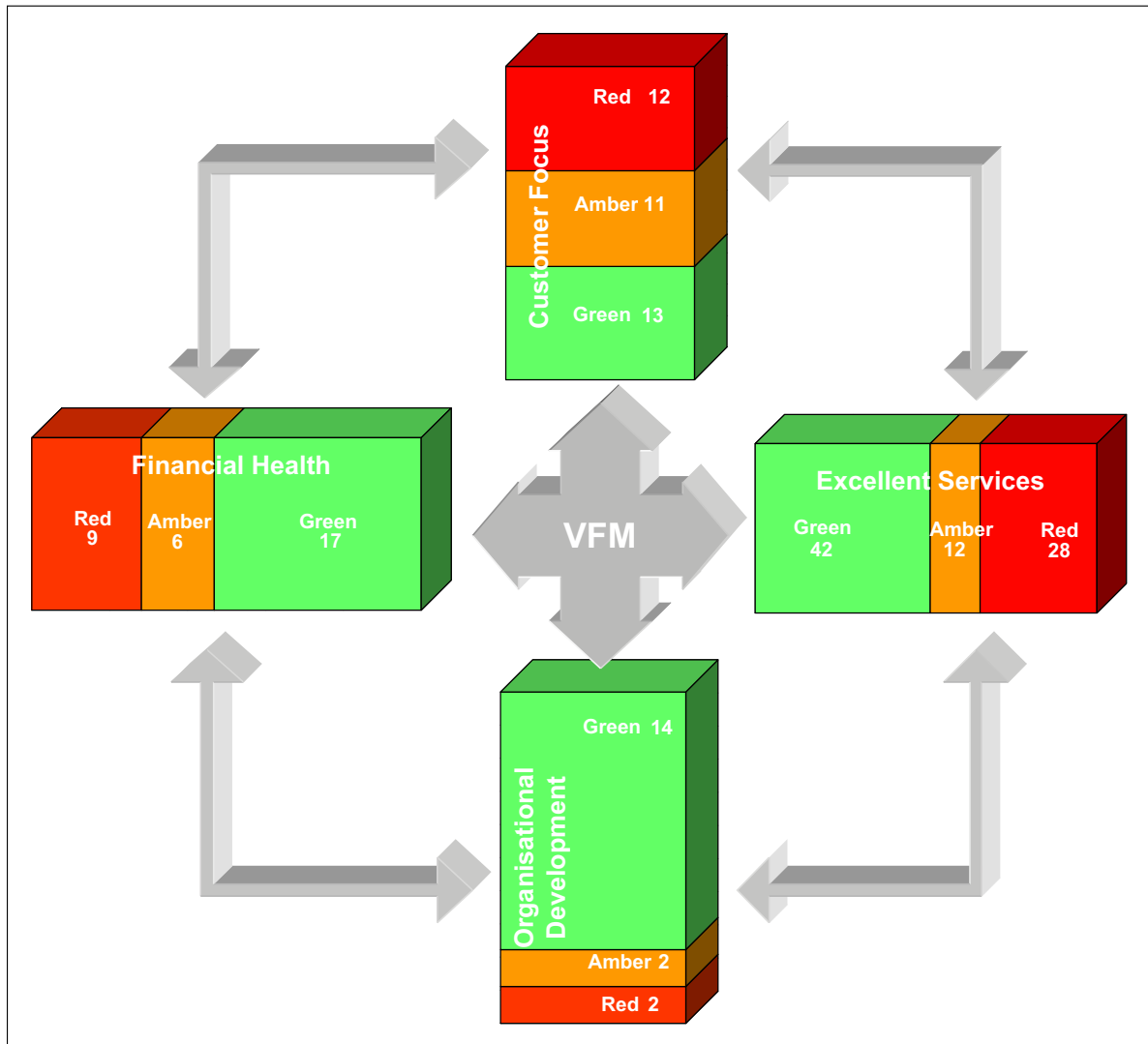
- 15.1 To note the report.
- 15.2 To agree the virements set out in section 14.

16. Use of Appendices

Appendix i. November balanced scorecard and Performance summary

November 2006

Haringey Corporate Scorecard



Monthly Performance Review - 2006/07

November 2006

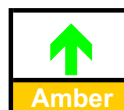
Key:



Same as last year

Red

Performance missing target



Better than last year

Amber

Performance close to target








Worse than last year

Green






Performance on target




Pers pective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
	Children & Young People's Service Monthly indicators																
Excellent services	BV 43a	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks excluding those affected by “exceptions to the rule” under the SEN Code of Practice.															2005/06 Est. Top Quartile 100%
		12 cases in Nov and 78 in Apr - Nov															
		100%	100%	100.0%	100.0%	100.0%	100.0%	100.0%	100%	100%					Green	Green	99%
Excellent services	BV 43b	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks including those affected by “exceptions to the rule” under the SEN Code of Practice.															2005/06 Est. Top Quartile 95.4
		12 out of 15 cases in Nov and 78 out of 91 in Apr - Nov.															
		85%	94.1%	77.8%	92.9%	100.0%	87.5%	69.2%	88%	80%					Red	Green	85%
Excellent services	BV 49 A1	Stability of placements of children looked after by the authority by reference to the % of children looked after on 31st March in any year with three or more placements during the year. CPA Key Threshold 2005/06 This figure remains well inside the top banding and in line with our target.															Top Banding 0<16%
		11.5%															
		13%	10.5%	11.1%	11.6%	11.6%	12.1%	10.8%	11.70%	11.50%					Green	Green	13%
Excellent services	SD44	Proportion of 16-19 year olds not in education, employment or training (Adjusted NEETs %) (Sustainable Development National Indicator 44 - http://www.sustainable-development.gov.uk/progress/national/44.htm)															National Target 11%
		14.8%	10.3%	10.6%	16.9%	15.7%	16.7%	15.9%	13.9%						Red	Red	12.9%
Excellent services	BV 161 A4	Employment, education and training for care leavers: The % of those young people who were looked after on 1 April in their 17th year (aged 16), who were engaged in education, training or employment at the age of 19 LPSA Indicator Target 65% based on 60-70 clients. This is a cumulative indicator which relates only to those care leavers who turned 19 This is a cumulative indicator which relates only to those care leavers who turned 19 in each month. Based on the cohort of young people who are to turn 19 in the remainder of the year, we are on track to achieving the target of 70%.															Top Banding 60%+
		54%															
				68%	25.0%	62.5%	83.3%	63.6%	62.5%	75.0%	75%	54%					Red

Perspect ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	BV 162 C20	Reviews of child protection cases: The % of child protection cases which should have been reviewed during the year that were reviewed <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 18 reviews due in November took place in timescale														→	Top Band 100%
																100%	
		99%	100.0%	100.0%	100.0%	100%	100.0%	100.0%	100%	100%					Green	Green	100%
Excellent services	BV 163 C23	Adoptions of children looked after: The number of looked after children adopted during the year as a % of the number of children looked after at 31 March who had been looked after for 6 months or more at that date. <i>CPA Key Threshold</i> We expect to achieve at least 23 adoptions this year. In addition to the 10 adoptions to date, we are on track to achieve a further nine, all but four of these children are already placed with the proposed adopters. In addition there are at least five special guardianship orders linked to present proceedings which should be granted in the next three months making a possible total of 24.														→	Top Band 8<23%
																10 adoptions 3.00%	
		6%	0.0%	3 adoptions 0.9%	0.0%	2 adoptions 0.6%	0.0%	1 adoption 0.3%	0%	4 adoptions 1.2%					Green	Amber	7%
Excellent services	L60	SSI 50: % of all children on the register (excluding those missing and registered in the last week of the month) who were visited within the calendar month Improved recording procedures allowing social workers to directly input their visits onto the system should ensure maintained progress															
		92%	87.0%	89.0%	92.0%	95%	89.4%	94.0%	99.3%	88.40%					Red		96%
Customer Focus	Local	Children's act complaints - Stage 1 responded to in 10 day timescale <i>*Target up to September 06 was 80% in 14 days</i> None out of two on time in November, 24 out of 35 in year to date.														→	
																69%	80% for 10 days 90% for 20 days
		*69%	*67%	*67%	*67%	*0%	*86%	71%	83%	0%					Red	Red	
Customer Focus	Local	Children's act complaints - Stage 2 responded to in 25 day timescale <i>Target up to September 06 was 40% in 28 days</i>															
																0%	40% for 25 days 90% for 65 days
		8%	None	None	None	0%	None	None	None	None					Red		
Financial Health	Unit Cost £	Cost of service per child (Play)															
			3,341	3,806	4,197	5,012	3,463	3,483	3,564	3,582					Red		2,763

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Financial Health	Unit Cost	Cost of service per child (early years)															
	£		16,687	16,687	16,628	16,517	16,628	16,460	15,164	15,296					Red		14,606
Financial Health	Unit Cost	Cost of service per looked after child															
		£931	£883	£899	£905	£920	£894	£873									£908
Environment Monthly indicators																	
Excellent services	BV 109a	% of major planning applications determined within 13 weeks (Gov't target 60%) <i>CPA Key Threshold. The low number of major cases means a high percentage change when any miss the target</i> 3 out of 4 cases on time in Nov and 7 of 11 in Apr - Nov, beating Government target															2005/06 Est.Top Quartile 75%
		86.05%	50%	no cases	50%	100%	0.00%	no cases	no cases	75%						Red	82%
Excellent services	BV 109b	% of minor applications determined in 8 weeks (Gov't target 65%) <i>CPA Key Threshold</i> 38 out of 41 cases on time in Nov and 313 of 357 in Apr - Nov.															2005/06 Est.Top Quartile 81%
		81.52%	89.5%	93.8%	93.1%	87%	80.0%	82.9%	84%	93%					Green	Green	83%
Excellent services	BV 109c	% of other applications determined in 8 weeks (Gov't target 80%) <i>CPA Key Threshold</i> 114 out of 125 cases on time in Nov and 899 of 1003 in Apr - Nov, beating Government target.															2005/06 Est.Top Quartile 91%
		92%	98%	90.6%	92.7%	86%	79.6%	94.5%	88%	91%					Amber	Amber	92%
Excellent services	BV 204	% planning application appeals allowed against the authority's decision to refuse. 2 appeals allowed out of 16 in Nov and 39 out of 99 in Apr - Nov															2005/06 Est.Top Quartile 25%
		32%	43.8%	44.4%	38.9%	60%	66.7%	30.0%	41.7%	13%					Green	Red	30%
Excellent services	BV 215a	Average days to repair street lighting faults (except faults relating to power supply - see below) This indicator continues to show a consistent excellent performance and the trend is expected to continue.															2005/06 Est.Top Quartile 3.4
		1.92	2.08	1.68	1.91	2.96	1.40	1.89	1.59	1.53					Green	Green	3.50

Pers pective	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 215b	Average days to repair street lighting power supply related faults, once they are with our District Network Operator (DNO) <i>Our District Network Operator (electricity supplier) is EDF</i>															2005/06 Est. Top Quartile 14
		November performance is slightly better than October's. However, the upward trend is due to fluctuating demands on EDF resources. The performance is on track to meet the annual target.														16.04	
		21.96	9.75	2.13	3.73	48.71	4.00	15.54	18.95	18.50					Green	Green	20.0
Excellent services	BV 218a	% of reports of abandoned vehicles investigated within 24 hrs of notification															2005/06 Est. Top Quartile 96%
		Excellent performance. We have achieved the maximum of 100% for the third time this year.														98.8%	
		96.0%	94.2%	100.0%	97.9%	99.6%	100.0%	99.6%	99.3%	100.0%					Green	Green	90.0%
Excellent services	BV 218b	% of abandoned vehicles removed within 24 hrs (from when the LA is legally entitled to remove them)															2005/06 Est. Top Quartile 95%
		Excellent performance. Once again achieved 100%. YTD figure is well above the annual target.														98.3%	
		93%	92.6%	96.8%	100.0%	98%	100.0%	100.0%	98%	100%					Green		90%
Excellent services	BV 82ai+bi	% of household waste which has been recycled or composted <i>CPA Key Threshold. Latest figures tend to be low as information is often not fully up-to-date at reporting time.</i>															2005/06 Est. Top Qrtle Lon collect only 27%
		The figure for October as reported below has improved since the previous report. November performance is similarly likely to improve as tonnage information is still being received. The year to date figure shows that the target is being met.														22.10%	
		19.23%	22.10%	23.30%	23.40%	20.7%	22.6%	22.6%	22.7%	20.9%					Amber	Green	22%
Excellent services	BV 84a	Kg of household waste collected per head (seasonally adjusted annual equivalent - actual in brackets) <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 378
		November's waste has risen compared to recent months. Tonnage information for this month continues to be received so this figure may improve.														360 (actual 31)	
		359.16	370 (actual: 30)	407 (actual: 35)	411 (actual: 34)	376 (actual: 32)	363 (actual: 31)	372 (actual: 31)	357 (actual: 30)	367 (actual: 30)					Amber	Amber	355





Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	BV 99a	Number of casualties - People killed or seriously injured (KSI). Seasonally adjusted annual equivalent. <i>Figures here (actuals in brackets) are the latest available from TfL. Trend arrow is from 1994-8 average (161). August figure was within the target. The monthly figures are higher than in 2005. Recent analysis failed to find any common factors including location 'hot spots'.</i>															
		2005	Jan	Feb	Mar	Apr	May	Jun	July	August						128 (87)	
		94	70 (6)	130 (10)	139 (12)	114 (9)	159 (14)	131 (11)	161 (16)	76 (6)					Green	Amber	124 in 2006
Excellent services	BV 99c	Number of casualties - People slightly injured. Seasonally adjusted annual equivalent (actual) <i>Figures here (actuals in brackets) are the latest available from TfL. Target is from Mayor of London's Strategy. Trend arrow is from 1994-8 average (1010). The level of slightly injured was on target to meet our performance figures for August and Jan-Aug.</i>															
		2005	Jan	Feb	Mar	Apr	May	Jun	July	August						754 (512)	
		712	546 (47)	545 (42)	382 (33)	760 (60)	748 (66)	751 (63)	786 (78)	657 (52)					Green	Green	849 in 2006
Excellent services	Was BV 88	Number waste collections missed per 100,000 household waste collections (from Accord)															2000 /01 Top Quartile 28
		A slight increase this month with 128/100,000 missed collections recorded.														2,828	
		129.41	113.4	121.1	124.0	126.8	21,759.0	128.0	124.0	128.0					Green	Red	130
Excellent services	Local	Sports & Leisure usage (seasonally adjusted annual equivalent) <i>Figures seasonally adjusted by Recreation.</i> S/IL are performing well - 10.5% above attendance target. Growth in attendance is primarily due to strong performance at White Hart Lane Community Sports Centre's new pitch, and health and fitness at Tottenham Green Leisure Centre & Park Road Pools. Currently pushing 'what's your worth?' marketing campaign to further increase membership base and utilization															
		910,749	1,070,115	1,148,567	1,160,349	1,270,635	1,065,089	1,124,811	1,159,420	1,138,892					Green	1,199,994	
															Green	Green	1,083,445
Excellent services	Local	Parks cleanliness Index <i>to be phased out as BV199 becomes available more frequently</i> Above target and 2005/6 performance being sustained at YTD 84.82															
		80.92	84.10	86.87	83.70	83.45	86.03	86.00	85.89	84.18					Green	84.82	
															Green	Green	80

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	CPA E32	Trading standards visits to high risk premises. No done / no due															CPA Upper Threshold 100%
		We are on target to reach our year end target.														126%	
		100%	100% (2 visits)	100% (5 visits)	67% (8 over 12)	367% (11 over 3)	none done or due	100.0%	74%	100%					Green	Green	75%
Excellent services	BV217	Pollution Control - % of improvements carried out of those due Calculated as 100% minus % of those due not carried out.															2005/06 Top Qrtle 100
		There are no outstanding improvements required in respect of our Environmental Protection Act permitted processes. The majority of these premises are spray booths where new water based technology has reduced emissions.														100%	
		100%	100%	100%	100%	100%	100.0%	100.0%	100%	100%					Green	Green	99%
Financial Health	Local	Debt recovery – parking income recovery target (%)															
		Recovery rate remains at 61%.														61%	
			61%	61%	61%	61%	61%	61%	61%	61%					Green	61%	
Financial Health	Unit Cost £	Projected waste collection costs per tonne															
		Performance in November was better than the target bringing the year to date figure to target of £72.														£72	
			£72	£73	£73	£72	£72	£70	£70	£70					Green	£72	
Financial Health	Unit Cost £	Projected net cost of service per parking ticket issued Surplus shown as minus (-)															
		Net cost of PCN remains at -£13.40.															
			-£13.40	-£13.40	-£13.40	-£13.40	-£13.40	-£13.40	-£13.40	-£13.40					Green	-£13.40	
Excellent services	BV 199a	Local street and environment cleanliness (litter) The frequency of reporting this indicator is planned to increase over the course of the year * These are the scores from in-house monitoring, which began on October 2006. Encams carried out some additional local monitoring in October which showed similar results to the in-house monitoring. This information is provided as an indication of performance during the 4 month intervals between official surveys and has not been included in the YTD progress on the indicator. The in-house monitoring and additional surveys from Encams show better levels of performance than the official Encams service. This is an encouraging sign and needs to be reflected in the official scores for Haringey.															2005/06 Est.Top Quartile 17%
																40%	
		37%		40%					33% *	32% *					Red	25%	

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	BV 199b	Local street and environment cleanliness (Graffiti) <i>The frequency of reporting this indicator is planned to increase over the course of the year</i> * See above. However, performance on graffiti is worse than that recorded in the official surveys and indicates there is a need to carry out work to improve performance.															2005/06 Est.Top Quartile 8%
		6%															
		7%		6%						7% *	13% *					Amber	6%
Excellent services	BV 199c	Local street and environment cleanliness (Fly - posting) <i>The frequency of reporting this indicator is planned to increase over the course of the year</i> See comment for 199a															Target 05/06
		4%							4.0%	7%*	12%*					4%	
		4%								4.0%	7%*	12%*					Green
Social Services Monthly indicators																	
Excellent services	Ex. BV 185 HfH	The % of responsive (but not emergency) repairs during the year, for which the authority both made and kept an appointment. Audit being carried out in December as contractors' own monitoring shows better performance.															2005/06 Est.Top Quartile 90%
		89.78%															
		91%	91.9%	94.51%	91.4%	95.98%	96.1%	97.7%	92.3%	82.4%					Red	Red	99%
Excellent services	BV 212 LHO 4 HfH	Average relet times for local authority dwellings let in the financial year (calendar days) <i>Similar to Ex BV 68</i>															2005/06 Est.Top Quartile 29
		37.02															
		29.00	33.63	38.04	46.58	90.71	70.51	48.20	30.99	27.33					Green	Red	27
Financial Health	BV 66a HfH	Local authority rent collection and arrears: proportion of rent collected <i>Year to date only. Bottom quartile 05/06 London (est) 96.1%. The figures provided by HfH are a forecast.</i>															2005/06 Est.Top Quartile 98.6%
		96.24%															
		97%	93.5%	96.0%	95.8%	95.15%	95.6%	95.44%	95.90%	96.24%					Red	Red	97.5%
Financial Health	BV 66b HfH	Percentage of tenants with more than seven weeks rent arrears <i>Year to date only.</i>															2005/06 Est.Top Quartile 4%
		15.46%															
		13.1%	13.6%	14.2%	14.49%	14.51%	15.1%	15.51%	15.35%	15.46%					Red	Red	10.0%

Pers pective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	(BV73) LHO 6 HfH	The average time taken to complete non-urgent responsive repairs (calendar days) Monthly figures exclude late reporting but the year to date includes late reports for all but the last month															
																13.11	
		13.98	17.71	16.86	11.87	12.63	12.43	14.08	12.83	13.83					Green	Green	14
Excellent services	(BV 72) LHO 5 HfH	The % of urgent repairs completed within Government time limits. Monthly figures exclude late reporting but the year to date includes late reports for all but the last month															
																92.42%	
		98%	95.9%	93.4%	95.2%	92.6%	91.6%	95.0%	90.12%	87.11%					Red	Red	97%
Excellent services	BV 184a 2007/8 HfH	The proportion of local authority homes which were non 'decent' 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.															2005/06 Est. Top Quartile 16%
																44.0%	
		44.7%	44.5%	44.4%	44.5%	44.5%	44.5%	44.0%								Red	42%
Financial Health	Unit Cost HSG HS5a	Cost per Private Sector Lease															
																£ 880.92	
			£872.65	£852.43	£862.57	£866.91	£866.91	£873.01	£877.63	£880.92						Red	£842.24
Financial Health	Unit Cost HSG HS5b	Cost per Nightly Rated Accommodation															
																£ 41.35	
			£40.77	£40.71	£40.91	£40.93	£41.10	£41.23	£41.29	£41.35						Amber	£40.20
Excellent services	BV 64 HSG	Private sector dwellings that are returned to occupation or demolished during the year as a direct result of action by the local authority. (Annual equivalent - actuals in brackets).															2005/06 Est. Top Quartile 77
																89 (67)	
		414	48 (4)	132 (11)	156 (13)	36 (3)	204 (17)	108 (9)	12 (1)	108 (9)					Green	Red	100
Excellent services	BV 183a HSG	The average length of stay in bed and breakfast accommodation of households which include dependent children or a															2005/06 Est. Top Quartile 1
																0	
		0	0	0	0	0	0	0	0	0					Green	Green	1

Pers ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	BV 183b HSG	The average length of stay (weeks) in hostel accommodation of households which include dependent children or a <i>This indicator does not 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 0
																61.39	
		67.41	Nil	108.62	Nil	61.8	40.33	77	43	41					Red	Red	35
Excellent services	based on BV 213 HSG	Approaches from households who considered themselves as homeless to the local housing authority's housing advice service where advice/intervention resolved their situation. <i>Annual equivalent (actuals in brackets)</i>															2005/06 Est. Top Quartile Eqv. To 485
																307 (230)	
		383	264 (22)	324 (27)	156 (13)	828 (69)	444 (37)	72 (6)	324 (27)	288 (24)					Red	Red	400
Excellent services	BV 54 C32 Soc	Older people helped to live at home per 1000 population aged 65 or over															Top Band 100+
		We had expected to see a drop in performance this year however the figures are lower than anticipated and work is underway to identify what needs to happen to improve performance in the second half of the financial year. Performance remains within the 'good' performance banding but is moving in the wrong direction to the set target.														0	
		156	156	156	155	133	113	99.86	97	97.6					Red	121	
Excellent services	BV 55 D40 Soc	Adult and older clients receiving a review as a percentage of those receiving a service <i>This is a joint (older people and adults) indicator.</i> This is monitored and reported on a weekly basis within social services and current projections indicate that we should achieve the target set.															Top Band 60<90
																58%	
		42%	43.0%	42.0%	40.0%	47.6%	51.4%	54.4%	54%	58%					Amber	60%	
Excellent services	BV 56 D54 Soc	% of items of items of equipment & adaptations delivered within 7 working days <i>CPA Key Threshold</i> Good progress has been made and we intend to sustain this level of performance, we are extremely close to our end of year target															Top Band 85
																87.70%	
		86%	85.0%	91.7%	96.2%	89%	87%	74.6%	88%	91.6%					Green	Amber	88%
Excellent services	BV 58 D39 Soc	% of people receiving a statement of their needs and how they will be met. <i>Joint Indicator for Adults & Older People - Deleted as BVPI from 05/06</i> This is monitored and reported on a weekly basis within social services and current projections indicate that we should achieve the target set.															Top Band 100
		70%	64.0%	64.0%	64.0%	79%	76.0%	80.0%	80%	79.3%					Red	84%	








Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	BV 195	Acceptable waiting time for assessment - average of (i) % where time from initial contact to first contact is less than 48 hours & (ii) % where time from first contact to completion of assessment is less than or equal to 4 weeks <i>CPA Key Threshold. This PI is based on acceptable waiting times for assessment for new older clients (65+).</i>															Top Band 90<100
	D55	This is under constant scrutiny - the figure reported here relates to the rolling year from Dec '05 to Nov '06. Looking at the data we have from 1st April to November '06 our current projections indicate that we should be very close to our end of year target.															
	Soc	59%	58%	53%	47.6%	47.8%	49.8%	48.8%	52.5%	51.4%						Red	71%
Excellent services	BV 196	Acceptable waiting time for care packages - % where the time from completion of assessment to provision of all services in a care package is less than or equal to 4 weeks <i>CPA Key Threshold. This PI is based on acceptable waiting times for care packages for new older clients (65+).</i>															Top Band 90<100
	D56	Good progress has been made and we intend to sustain this level of performance, based on current performance it is possible we may exceed our end of year target.															
	Soc	80%	78.9%	71.1%	78.4%	82.6%	80.9%	84.6%	86%	90.4%						Green	87%
Excellent services	Paf	Older people aged 65 or over admitted on a permanent basis in the year to residential or nursing care per 10,000 older people population <i>CPA Key Threshold (using 2004 mid year estimate population of 21,000). Good performance is low. Top banding is <90.</i>															Top Band <90
	C72	This is a cumulative figure - the lower the end of year figure the better. To remain within the top banding nationally for this indicator we need to keep performance under 90. We are currently auditing the data on the system for this indicator to ensure it is an accurate reflection of current performance - this is a relatively new indicator introduced mid-way through last year. It is sensible for us to test any new indicator to ensure the quality of the data being collected.															
	Soc	69	34.3	37.0	48.0	63.0	75.4	77.0	78.0	84.3						Amber	70
Excellent services	Paf	The number of carers for Adults & Older People receiving a carer's break or specific carer's service as a proportion of all Adult clients receiving a community based service															Top Band 12% +
	C62	There are two sources to the data for this indicator. The nformation reported here is collected from Framework I where individual files exist for a carer and we can clearly pick up on the services they receive. Other carers whose details are held jointly with the cared for person cannot be picked up and reported on via the database. This data is collected at intervals throughout the year and we are due to report on this next month however early indications show that we are close to our end of year target however early indications show that we are close to our end of year target.															
	Soc	5%	5.0%	3.0%	2.5%	2.6%	3.6%	4.0%	5%	4.60%						Red	12%

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	BV 201	Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (age standardised)															Top Band 150
	C51	CPA Key Threshold <div>November Target 141</div>															
	Soc	We are showing an improvement on last years performance - we have also set ourselves an ambitious target for this year and it will not be easy to achieve however we are working towards it and have recently reset individual targets for each of our client groups to keep them focused on reaching the target. This is on the agenda for our monthly performance call over meetings with third and forth tier managers.															
	89	122	124	121	118	117	121	123	126						Red	150	
Customer Focus	Local	NHS & Community Care Act Complaints - Stage 1 responded to within 10 days <i>*Target up to September 06 was 80% in 14 days</i>															80% for 10 days 90% for 20 days
	Soc	Six out nine on time in November, 36 out of 47 in the year to date. The year to date performance shows improvement on last year and is close to the target.															
	71%	*100%	*80%	*66.7%	*80%	*33.3%	*90%	75%	67%						Red	Red	
	Customer Focus	Local	NHS & Community Care Act Complaints - Stage 2 responded to within 25 days <i>Target up to September 06 was 50% in 28 days</i>														
Soc		None completed in November, none on time of the four cases completed in the year to date.														0%	
0%		None	0%	None	0%	0%	None	0%	None						Red	Red	
Financial Health		Unit Cost	Cost of home care per client														
	Paf B17	The target set here was ambitious with an aim to reduce our unit cost and bring it into the top banding nationally. We may not reach the target set but we have shown a good reduction in unit cost so far this year.															
	Soc	£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£18.93						Red	£15.50
	Financial Health	Unit Cost	Cost of intensive social care per client														
Paf B12																	
Soc		£616	£632	£661	£712	£729	£724	£712	£730	£752						Red	£590
Finance Monthly indicators																	
Financial Health	BV 8	The percentage of invoices for commercial goods and services that were paid by the authority within 30 days of such invoices being received by the authority															2005/06 Est. Top Quartile 96.7%
	86.2%																
	89%	88.3%	83.3%	83.1%	88.1%	83.08%	87.75%	88.7%	90.5%						Amber	Red	92.0%

Pers ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Financial Health	BV 9	The percentage of council taxes due for the financial year which were received in year by the authority.															2005/06 Est. Top Quartile
		Performance maintained and on target														93.66%	98.4%
		93.35%	93.67%	92.98%	93.94%	92.80%	93.70%	94.04%	94.03%	94.64%					Green	Amber	93.75%
Financial Health	BV 10	The percentage of non-domestic rates due for the financial year which were received in year by the authority.															2005/06 Est. Top Quartile
		Fluctuations are to be expected when new accounts are raised. However, performance remains on target														99.04%	99.3%
		98.98%	99.29%	99.40%	99.43%	99.70%	99.90%	99.30%	98.26%	96.95%					Amber	Green	99%
Excellent services	PM1	Average speed of processing new claims (Standard 36 days) <i>Measured in days</i>															
		The monthly performance continues to improve which demonstrates that the initiatives are working														43.61	
		41	50	56	49	43	42	42	34	34					Green	Red	36
Financial Health	PM7	Performance Indicator for the amount of HB overpayments recovered during the period as a percentage of total amount of HB overpayments identified during the period.															
		Performance for November dropped slightly but the annual target should be met														54%	
		54%	66%	51%	58%	49%	N/A	N/A	58%	42%					Amber	Amber	60%
Financial Health	PM9	Performance Indicator for the amount of HB overpayments written-off during the period as a percentage of total amounts of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.															
		Performance maintained and on target														3.00%	
		4%	2.9%	0.2%	0.3%	0.14%	N/A	N/A	2.14%	3.24%					Green	Green	2%
Excellent services	PM11	What is the percentage of data-matches resolved within 2 months?															
		Performance maintained and on target														100%	
		100%	100%	100%	100%	100%	100%	100%	100%	100%					Green	Green	91%
Financial Health	Fin 1	Overall revenue budget monitoring <i>Net overspend variance under 0.5% green, 0.5% to 1.0% amber, over 1.0% red</i>															
			0.4%	0.9%	1.0%	1.26%	1.23%	0.00%	0.00%	0.00%					Green		

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Financial Health	Fin 2	Overall capital budget monitoring <i>Net overspend variance under 0.5% green, 0.5% to 1.0% amber, over 1.0% red</i>															
			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%					Green	
Financial Health	Fin 3	Projected general fund reserves – projected unplanned use of balances <i>Under 20% green, 20% to 40% amber, over 40% red</i>															
			12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%					Green	
Financial Health	Fin 4a	Treasury management- Exposure to Variable interest rates <i>- Remain within upper limit of 30% = green, between 30% and 50% amber, over 50% red</i>															
			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%					Green	
Financial Health	Fin 4b	Treasury management - Authorised Limit for external debt <i>- remain within 95% = green, 95% to 100% = amber, over 100% = red</i>															
			91.2%	91.2%	91.2%	91.2%	98.5%	98.5%	98.5%	98.5%					Amber		
Financial Health	Fin 4c	Treasury management - The Council's operational boundary for external debt. <i>- remain within 95% = green, 95% to 100% = amber, over 100% = red</i>															
			94.3%	94.3%	94.3%	94.3%	101.8%	99.1%	99.1%	99.1%					Amber		
Financial Health	Fin 5b	Debt recovery - Overall Sundry debt. <i>Reduction of Over 211 day debt from £8.80m @ 2005/6 year end to £5.74m by end of 2006/7.</i> £3.7m short against target, £2.5m Leasehold (annual service charges raised in Apr rolled forward, cash is being received monthly by standing order over the year), £1.1m Schools (deductions from budgets are being made in Jan to correct position).															
		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	£10.38M	£10.46M					Red	£5.74M
Financial Health	Unit Cost	Cost of office accommodation per sq metre (corporate property)															
																£214.91	
		£230.13	£214.91	£214.91	£214.91	£214.91	£214.91	£214.91	£214.91	£214.91	£214.91					Green	£214.91

Perspective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Chief Executive's Monthly indicators																	
OD	BV 12	Working days lost due to sickness per FTE employee <i>FTE = full time equivalent. Shown as annual equivalent. The year to date figure includes some late reported sickness inevitably missing from Monthly figures</i>															2005/06 Est. Top Quartile 8.34
																9.24	
		10.37	5.59	8.72	8.65	8.69	7.63	8.09	9.59	9.42					Red	Red	8.80
Excellent services	was BV 117	The number of physical visits per 1,000 population to public libraries <i>Shown as an annual equivalent.</i>															
																9,679	
		9,850	9,008	10,216	9,340	9,387	9,181	10,057	10,232	10,012					Green	Green	9,000
Customer Focus	Local	Members' Enquiries: % responded to within 10 working days															
																84%	
		85%	84%	77%	78%	80%	76%	81%	86%	87%					Amber	Red	90%
Customer Focus	Local	Local Resolution complaints (stage 1) responded to within 10 working days <i>*05/06 Threshold was 15 days</i> 170 out of 221 in November, 1,273 out of 1,751 April to November															
																72.7%	
		80%*	71.6%	69.3%	71.3%	69.5%	73.5%	72.3%	75%	77%					Amber	Red	80%
Customer Focus	Local	Service investigation complaints (stage 2) responded to within 25 working days 25 out of 35 in November, 141 out of 189 April to November															
																74.6%	
		74%	66.7%	52.9%	77.8%	84%	61.1%	84.0%	94%	71%					Red	Red	80%
Customer Focus	LCE1	Independent review (stage 3) public complaints responded to within 20 working days <i>*05/06 Threshold was 25 days</i> Four out of six on on time in November, 28 out of 31 in the year to date.															
																90%	
		94%*	100%	100%	83.3%	100%	100%	100%	None	67%					Amber	Green	90%
Customer Focus	Local	Freedom of information act replies within 20 day time scale <i>From June, this PI excludes HfH FOI requests</i>															
																66%	
		65%	66%	59%	54%	66%	71.0%	73.8%	67%	69%					Amber	Amber	70%
Customer Focus	Local	Waiting times - % personal callers to Customer Service Centres (CSC) seen in 15 minutes															
																47.4%	
		63%	41.1%	54.1%	47.8%	49.4%	48.3%	35.1%	41.8%	58.0%					Red	Red	70%

Pers pective	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	Switchboard - Telephone answering in 15 seconds															
																95.3%	
		98%	97.9%	96.3%	95.4%	95%	94.3%	93.5%	94.8%	95%					Green	Green	90%
Customer Focus	Local	Council Wide Position - Telephone Calls answered within 15 seconds as a % of total calls <i>(total includes those that reached the busy signal and unanswered calls) From June, this excludes HfH telephone performance.</i>															
																77.9%	
		79.3%	78.7%	79.7%	79.4%	79.2%	77.5%	75.2%	76.2%	76.9%					Amber	Green	77%
Customer Focus	Local	Call Centre: Calls answered in 15 Secs as % of calls presented															
																26.8%	
		55%	11.4%	12.7%	33.5%	49.3%	39.0%	22.2%	17.8%	34.4%					Red	Red	70%
Customer Focus	Local	Call Centre: Calls answered as percentage of all calls presented															
																76.8%	
		86.2%	66.4%	64.8%	83.0%	91.3%	86.3%	76.2%	70.4%	80.2%					Red	Red	90%
Customer Focus	Local	Call Centre: Average queuing time <i>Min:Sec</i>															
																01:48	
		00:49	03:14	02:56	01:17	00:43	01:04	01:56	02:26	01:21					Red	Red	00:40
Financial Health	Unit Cost	Cost per transaction (customer services) <i>The benchmark is 05/06 out-turn of £4.41.</i>															
																£4.37	
		£4.41	£4.80	£4.33	£4.08	£4.42	£4.43	£4.37	£4.36	£4.45					Amber	Green	£4.41
Financial Health	Unit Cost	Cost per visit/interaction (libraries) <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	£2.32					Green	Green	£2.40
Excellent services	BV 126 (part)	Domestic burglaries, annual equivalent seasonally adjusted to 2005/06 figures. Actuals in brackets															
																2,570 (1708)	
		2,851	3,352 (241)	2,949 (240)	2,430 (179)	2,436 (176)	1,879 (174)	2,089 (192)	2,707 (245)	2,884 (261)					Red	Green	2,711

Report Title: **Council Community Buildings Portfolio**

Report of: **Director Corporate Resources**

Wards(s) affected: **All**

Report for: **key decision**

1. Purpose

- 1.1 To set out the current position of the 44 buildings occupied by Community organisations and managed by Corporate Property Management Services
- 1.2 To propose standard heads of terms and conditions that should be adopted for any future lease arrangements for community use.

2. Introduction by Executive Member

It is important that all the buildings which we hold on behalf of the people of Haringey are properly maintained and are used to help deliver the priorities of their elected Representatives.

In this paper we set out a system for ensuring that our community buildings are well managed and that the council takes on the role of a good landlord and as such, we assist our partners in delivering a wide variety of services for local people through our property portfolio.

The report includes Heads of Terms for a standard lease which should form the basis for negotiations for any new or renewed lease. This should over time lead to a more standard and transparent approach across the portfolio.

At the moment it will apply to the 44 properties in Appendix 1. If it is successful, it may be applied to further properties in the future, but this would be the subject of a further report to the executive.

3. Recommendations

- 3.1 To note the current unsatisfactory position pertaining to the 44 buildings that are subject to varying terms of occupation and responsibility which has resulted in a general decline in the physical condition of the building stock.

- 3.2 To agree a policy framework for all future **community use** of Council buildings to be linked to the Community Strategy objectives and **occupation by community organisations** should be in accordance with good asset management practice with the Council acting as a an effective and **socially responsible landlord**.
- 3.3 To agree that the Heads of Terms and conditions for any new leases, as set out at Appendix 2, be adopted and that officers be instructed to also seek to implement these standard terms and conditions on existing agreements as they are renewed, either by agreement or through negotiations, subject to there being no existing adverse financial considerations of so doing.
- 3.4 To note that whilst under the terms of the proposed new lease the Council will retain responsibility for structural and external repairs and maintenance, which will enable better control over the condition of the properties.
- 3.5 To note the need for a dedicated post within Corporate Property Services to actively manage this portfolio and achieve the outcomes proposed in this report .To this effect the Head of Corporate Property Services has made a bid for this in the current business planning process.
- 3.6 To agree that officers take action where it is considered that the Council is at risk due to the non compliance of tenants terms particularly in regard to Health & Safety implications. To this effect a programme of joint inspections are being set up with officers from Health and Safety, Voluntary Sector Team and Corporate Property Services.
- 3.7 To agree further individual reports be brought back to the Executive, as required, on individual Community Buildings where decisions are required as to future use, condition or management.

Report Authorised by: **Andrew Travers Director of Corporate Resources**

Signature:

Date:

Contact Officer: **Malcolm Dawes, Property Development Manager**

4. Executive Summary

- 4.1 This report sets out conclusions from a review of the Community Buildings portfolio that are within the Corporate Property Services current management,
- 4.2 A policy framework has been set out for the future community use and occupation by community organisations.
- 4.3 The report sets out proposed standard Heads of Terms that members are recommended should be adopted for any future leases and where, legally possible, should be adopted for any renewals, subject to there being no existing adverse financial considerations of so doing.

4.4 Subject to a review of the financial and other implications and those implications being resolved, other community buildings identified as such should also be brought within the remit of the proposals contained within this report and brought back to the Executive, as required.

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

5.1 There is an inconsistent approach to lease arrangements.

5.2 In addition there are, and are developing, health and safety risks that need addressing now and for the future. This is because either the tenants who in the main have responsibility for such matter have no money to do the necessary works or the Council, in the past, has entered into onerous obligations and not been able to set aside sufficient funds to comply with such obligations.

5.3 In line with developing excellence and the management of the Council's assets; and in deciding if the Council wishes to continue to supply such accommodation in the way it has done in the past, changes in policy are recommended in this report.

6. Local Government (Access to Information) Act 1985

6.1 Report to Voluntary Sector Grants Committee on 6th September 2005

7. Background

7.1 This report deals in the main with the 44 properties in the Corporate Property Services management. Occupation of a lot of these properties, it is understood, was brought about through the former Community Services Directorate. Many of the properties were also originally occupied by groups, without formal agreements or leases (some still are).

7.2 Many of the existing agreements mean that either the Council is responsible for all, or an element of, the repair and maintenance of the buildings. Many repairs and ongoing maintenance obligations of the Council have not been budgeted for, or carried out in a timely manner and, in some cases, there has not been any.

7.3 In cases where the buildings have been let on a FRI basis (full repairing and insuring) a number of tenant organisations have not carried out their responsibilities and premises have fallen into disrepair; in a few cases it is believed to be causing health and safety risks which need to be addressed quickly. The usual reason for this is lack of funds and/or the skills within community organisations to manage the properties concerned.

7.4 In some cases occupation of the premises may have changed without the permission and/or knowledge of the Council.

7.5 It is therefore evident that further detailed reviews of the use, occupation and management of each of the properties individually are needed.

7.6 This report sets out the findings from the internal review process and recommends a way forward.

8. Description

8.1 The Council's 44 Community Buildings portfolio, currently the responsibility of the Head of Corporate Property Services, is made up of a mix of property types held on a mixture of tenures which has been built up over decades.

8.2 The Council has, for sometime not had a transparent, clear and recognisable policy for these types of lettings, nor has sufficient resources been employed to manage them.

8.3 Many of the buildings suffer from a decline in the physical condition due to lack of clarity as to who is responsible or for lack of Council or Community organisations funds.

8.4 There has also been insufficient resourced management and, for what ever reason, a lack of joined up activity within the Council and not a proactive response to breaches of repairing and other obligations on both sides.

8.5 There is also a need to assess the risks arising from lack of repairs and non compliance with statutory obligations e.g. Fire regulations, Asbestos inspections, etc to address key Health & Safety problems.

8.6 Many are not fully accessible and some do not appear to be compliant with the Disability Discrimination Act. At the very least this seems to be against the spirit of becoming more inclusive with these community buildings being used for the benefit of those in social or welfare need or vulnerable groups.

8.7 In some cases the Council has entered into very onerous terms and conditions which either leave it powerless to change for many years without controversial litigation, make it vulnerable to costly litigation against it, or are exceedingly costly.

8.8 Examples of recent problems that have occurred:-

- There is a Health and Safety investigation in progress following the death of a contractor on site that one of the voluntary associations had employed.
- One of the properties structural and exterior repairs has been estimated at £100,000. The Council is liable under the terms of the lease in this regard and are endeavouring to carry out the required repairs. However it should be noted this property is let on a peppercorn term and therefore there is no income generated by this asset.
- In several cases the Council has been denied rights of access and therefore the Council has been unable to confirm the condition and health and safety issues of these properties.
- An associations that was offered funding to repair or refurbish their property if they would consider shared use of their over capacity of space with other community groups have refused unless the control of the building remains completely with them.

- 8.9 The way in which rents have been set appears to be inconsistent and in some cases occupiers have been let into premises without formal agreements as to rent and other terms.
- 8.10 It would appear some of the properties may not be fully utilised and local Community requirements may also have changed.
- 8.11 Having said all this there are some that are being run efficiently and effectively giving great benefits to the local and wider community.
- 8.12 Given the above it is clear that matters cannot continue as they are and it is also clear that these premises require much more pro-active management by the Council with dedicated resources to do so, at least in the short to medium term.
- 8.13 The Councils key objectives require a thorough assessment of its property assets and therefore the Council will need to analyse and decide if the current form of management of the portfolio is the way in which it wishes to continue.

9. Community Use and Occupation by Community Organisations – Policy Framework

- 9.1 One of the key principles in the Corporate Asset Management Plan is to use Council assets directly or in partnership with other organisations in the achievement of service priorities and key policy objectives set out in the Community Strategy.
- 9.2 It would be good practice for the Voluntary Sector Team, when prioritising competing uses for properties with new or renewed leases, to link with the various corporate processes in a golden thread from policy through to resource allocation including PBPR and budget setting.
- 9.3 Once a community use priority is determined there is a need to apply an objective, transparent and equitable approach for deciding and agreeing the terms of occupation by specific organisations. It is proposed to apply the following asset management and community use criteria for that purpose:
- Community Use & Occupation – this should be for the benefit of the community and subject to the same definitions and priorities as applied by the Council in its service priorities and Community Involvement Strategy. It should be an evolving portfolio to meet the community needs and ensure effective use within individual buildings to optimise the use of space.
 - Inspection of Premises – The Council's representatives shall have a right to inspect the premises for any purpose under the terms of the lease and at any reasonable time, subject to giving the Tenant/s one weeks notice, except where it is considered that there is a breach of the health and safety legislation and immediate access may be required.
 - Length of Leases – presumption for short term (maximum 5 years) to provide a balance between the needs of the group for stability and to enable the Council to react to changing priorities and new users. If longer lease periods are required to enable the organisation to qualify for funding these should be subject to individual assessment and Member approval.

- Option to Break – regardless of the term all leases will contain break clauses to enable the Council to react to future changes in circumstance and the potential redevelopment and disposal opportunities that may arise.
- Rent levels – to be assessed as market rent for the use proposed (i.e. reflect community use benchmarks) to ensure a transparent and equitable process. The Council to maintain the right to take appropriate and firm action in regard to any rent arrears, this to include the use of bailiffs and ultimately eviction for persistent offenders
- Sureties and safeguards – Personal guarantees will not be required as it is recognised that trustees of community organisations acting in a voluntary capacity will not be able to, nor are they likely to be prepared to provide such sureties. However a deposit of three months rent will be required.
- Repairs liability – Council to retain responsibility for all structural and external repairs and maintenance to protect the asset with a service charge for this. For clarity this to be limited to floors, roof, foundations, lifts and external walls. Tenant to be responsible for all internal repairs, gas, water, electricity, telecommunication, glass and any other services and decorations.
- Taxes and utilities – tenant to be responsible for NNDR, utilities and any other charges relating to the occupation and use.
- Health & Safety and other legislation requirement – tenant to be responsible for complying with all health & safety legislation and any other such legislation pertaining to their use of the premises
- Insurance – The Council will insure the building as part of its block policy. The tenant is to repay the premiums to the Council. The tenant to insure the fixtures and fittings and plate glass at their own expense.

9.4 As a socially responsible landlord it is proposed that a Community Buildings Landlord and Tenant Handbook is prepared to clarify roles, responsibilities and provide practical guidance and information for community organisations to assist them with their building management responsibilities.

10. Consultation

10.1 The Corporate Voluntary Sector team (CVST) has been involved in this report and the consideration that has been involved in its making.

10.2 That Haringey Association of Voluntary and Community Organisations (HAVCO) were consulted and their comments incorporated on the proposed Heads of Terms established by this report.

10.3 Actions that will be required as a result of this report, if Members agree it, will need to be very sensitive to the local Communities that are involved in the current buildings, and those in the areas concerned that have unfulfilled community building needs.

10.4 Therefore wider consultation will be necessary when dealing with the individual problems associated with each of the properties to be considered

11. Summary and Conclusions

11.1 This report seeks to advise Members of the current position but also outlines options for the future direction of the portfolio.

11.2 Although, given the existence of current arrangements and leases, it can not immediately solve all the current issues it provides an understanding of the future policy and will help establish a clearer understanding between the Council and the Voluntary Sector.

12. Recommendations

12.1 As in 3.1

13. Legal and Financial Comments

13.1 The Council has a duty to ensure its assets are in good condition and fit for purpose. There may be some short term resource requirements to address health and safety requirements which will need to be included in the capital programme planning process. This report recommends the Council is responsible for structural and external repairs, where in some cases, currently the tenant is. This will impact on future capital budget demands, but will also reflect on the rent levels of the properties.

13.2 It is recognised that in order to proactively manage these buildings in a more effective way there will be a bid for a dedicated post in Corporate Property in the business planning process.

13.3 This report provides a general view of the various tenancies at present in existence in these properties. Legal advice must therefore be obtained on how best to deal with each individual tenancy if these are still subsisting. Tenancies mentioned in this report may have the protection of Part II of the Landlord and Tenant Act 1954 ("Act") (unless specifically contracted out). Officers may find that in dealing with these protected tenancies there is very limited scope to change the terms without the cooperation of the tenants as otherwise the court will have the power to determine the terms. It is noted that there are those who are in occupation without any formal lease having been entered into. This is a situation that must be rectified immediately as legally it puts the Council in a disadvantage as to the terms and conditions governing such occupation and in some case such occupation may even have the protection of the Act. In order to gain possession of such protected tenancies the Council can only use the statutory grounds set out in the Act.

14. Equalities Implications

14.1 The Council's portfolio of community buildings are let to groups representing a wide variety of the borough's community.

15. Use of Appendices / Tables / Photographs














15.1 Appendix 1 Community Buildings under the responsibility of Corporate Property
Appendix 2 Proposed draft Lease Terms






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APPENDIX 1

Photo	Case No.	Tenant	Property	Post Code	Ward
	1	African Caribbean Day Nursery Ltd 100468	African Caribbean Day Nursery, 30 Hornsey Park Road	N8	Noel Park
	2	African Women's Welfare Group 100133	r/o 594 High Road	N17	Tottenham Hale
	3	Afro International Theatre Productions 100490	Lord Morrison Hall, Scales Road	N17	Tottenham Hale
	4	Association of Cypriot Organisations 100436	Cypriot Community Centre, Earlam Grove	N22	Woodside
	5	Bangladeshi Women's Association in Haringey Ltd 100462	Mitalee Centre, Stanley Road	N15	St Ann's
	6	Broadwater Farm Residents Assn.	108a Gloucester Road	N17	West Green
	7	Caribbean Senior Citizens Assn. (Haringey) 100439	Welbourne Community Centre, Chestnut Road	N17	Tottenham Hale
	8	Cherubim & Seraphim Church Movement 100430	Park Lane Community Centre, 46 Park Lane	N17	Northumberland Park
	9	Chestnuts Community & Arts Centre 100469	Chestnuts Community Centre, 280 St Ann's Road	N15	St Ann's
	10	Commerce Road Tenants Assn. & Social Club 100424	Adult School Hall, Commerce Road	N22	Bound's Green
	11	GRACE Organisation 100447	Whitehall & Tenderden Community Centre, Whitehall Street	N17	Northumberland Park
	12	Greek Parents Association 100441	Winkfield Community Centre, 39 Winkfield Road	N22	Woodside

	13	Greek Women's Organisation 101342	Haringey Grove Community Centre, Denmark Road	N8	Haringey
	14	Haringey Irish Cultural & Community Centre 100440	Irish Centre, Pretoria Road	N17	Northumberland Park
	15	Haringey Mencap Ltd 100914	676 High Road (Former Bell Brewery)	N17	Tottenham Hale
	16	Haringey Race Equality Council 101400	14 Turnpike Lane	N8	Noel Park
	17	Age Concern 100485	Tottenham Town Hall, Room 10, Town Hall Approach Road	N15	Tottenham Green
	18	Harringay Boys Club Ltd	Junction Ribblesdale Road, 52 Tottenham Lane	N8	Hornsey
No Photo	19	Occupied by five groups including Haringey Emergency Corp.	Frederick Morfill House, R/O 69 Bounds Green Road	N22	Bound's Green
	20	Hornsey Historical Society	The Old Schoolhouse, 136 Tottenham Lane	N8	Hornsey
	21	Hornsey Vale Community Assn. 100466	Stationers Community Centre, 60 Mayfield Road	N8	Stroud Green
	22	Jackson Lane Community Assn. 100426	Jackson's Lane Community Centre, Archway Road	N6	Highgate
	23	Kurdish Advice Centre 100442	St Mary's Community Centre, Birkbeck Road, Hornsey	N8	Hornsey
	24	Kurdish Community Centre 100483	Fairfax Hall, Portland Gardens	N4	St Ann's
	25	MIND in Haringey Ltd 100482	Station House, 73c Stapleton Hall Road	N4	Stroud Green

	26	Jamait-Al-Nissa Womens Organisation 101387	8 - 10 Bedford Road (Former Bedford Club)	N22	Alexandra
	27	North London Performing Arts 100421	Former Muswell Hill Village Club, 27 Alexandra Gardens	N10	Muswell Hill
	28	NSPCC 100464	Maya Angelou Centre (Part), Keston Road	N17	West Green
	29	Cara Irish Association	72 Stroud Green Road	N4	Stroud Green
	30	Selby Trust 100452	The Selby Centre, Selby Road	N17	White Hart Lane
	31	Tagore Centre 100448	First Floor, Alexandra Park Library	N10	Alexandra
	32	The Council for Asian People 100910	8 Caxton Road	N22	Noel Park
	33	The Markfield Project Ltd 100425	The Playce, Markfield Road	N15	Seven Sisters
	34	Tottenham Community Sports Centre Ltd 100730	Tottenham Sports Centre, 701 High Road, N17	N17	Northumberland Park
	35	Turkish Cypriot Community Assn. 100458	628/630 Green Lanes	N8	Haringey
	36	UK Islamic Cultural Centre 100906	6 Caxton Road	N22	Noel Park
	37	UK Islamic Turkish Cultural Centre 100423	10 Caxton Road	N22	Noel Park
	38	Victim Support Haringey	24 & 26 Commerce Road	N22	Bound's Green

	39	W.I.L.C. (Haringey) Ltd	100467	West Indian Cultural Centre, Clarendon Road	N22	Noel Park
	40	Burghley Under 5's		23 and half Burghley Road	N8	Noel Park
	41	Haringey Consortium of Disabled People and Carers		551b High Road, Tottenham	N17	Bruce Grove
	42	Haringey Phoenix Group		Winkfield Resource Centre, 33 Winkfield Road	N22	Woodside
No Photo	43	Northumberland Park Women and Children's Centre		Somerford Grove/ Rothbury Walk/ Bruce Grove	N17	Northumberland Park
	44	The Cue Company Ltd (London)		Queens Wood Lodge, 42 Muswell Hill Road	N10	Muswell Hill

Appendix 2.

Proposed draft lease heads of terms

SUBJECT TO CONTRACT

THIS DOCUMENT IS NOT A TENANCY AGREEMENT OR LEASE OR A LICENCE TO ENTER

PARTICULARS OF PROPOSED LETTING

- | | | |
|-----|---------------------------|---|
| 1. | LANDLORD: | London Borough of Haringey, Civic Centre, Wood Green, London, N22 4LE. |
| 2. | TENANT: | Trustees of the (-) Trustee changes need to be advised to the Council in writing by the organisation not less than one calendar month after such changes have taken place and notified on the lease. |
| 3. | PREMISES | All that land and premises known as Community Centre.(as shown on the attached plan) |
| 4. | TERM: | Unless subject to a separate report to Executive Board will not exceed 5 years -- Years from the date of completion. The surrender of the Existing (Lease/Tenancy) will take place on the completion of the new lease. |
| 5. | SUB-LETTING
ASSIGNMENT | <p>AND The Tenant will not be allowed to assign, share occupation or sub-let the whole or part to any third party, save that the whole or any part of the Community Centre may be hired out on a daily basis for bona fide community activities so that no relationship of Landlord and Tenant is created between Tenant and occupier and such occupier complies with the use as set out in item 13 subsequently.</p> <p>The tenant shall obtain approval from the Council for all sub-lettings and keep a schedule with full details of all such sub-lettings and provide the Landlord annually with an updated schedule for approval.</p> <p>The landlord reserve the right to demand the immediate discontinuance of any activity or proposed activity which it does not approve, providing that such right is reasonably exercised.</p> |
| 6. | RENT: | £..... per annum exclusive of rates and other outgoings payable quarterly in advance by standing order/direct debit. (prior arrangements can be made for monthly payments by direct debit) |
| 7. | DEPOSIT: | £..... |
| 8. | RENT REVIEWS: | The rent to be at a open market rent. |
| 9. | INSURANCE: | The Landlord to insure the building. The tenant to repay the premiums to the Landlord as insurance rent and to insure the fixtures and fittings and plate glass at their own expense. |
| 10. | REPAIRS: | The Lessee to be responsible for all internal repair and maintenance, gas, electricity, water, telecommunication and other services and decorations. Council to retain responsibility for all structural and external repairs and maintenance to protect the asset with a service charge for this . For clarity this to be limited to floors, roof, foundations, and external walls. |
| 11. | SERVICE CHARGE: | If applicable |

12. OTHER OUTGOINGS
- The Tenant to be responsible for the payment of all other outgoing that may be payable from time to time such as, but not exclusive to, rates, electricity, gas, water, etc.
13. USE
- The premises are only to be used as a community centre to provide facilities for social, educational, leisure and welfare activities for the benefit of the local community, always in accordance with:
- 1 The tenants Memorandum and Articles of Association. (or Constitution) or the aims and objectives of the charity
 - 2 The aims and objects of the tenant as registered Charity number (if applicable) The Landlord's Equal Opportunities Statement.
 - 3 To occupy the Community Centre and keep it open for the Permitted Use (hours of operation to be inserted) and not to use the Community Centre outside these hours.
 - 4 Except one hour preparation time before opening and half an hour clearing up time after closing.
 - 5 Not to do in the Community Centre anything that may be a nuisance or annoyance or cause damage or inconvenience to the Landlord its tenants or any adjoining owner occupier or to the general public.
- Under no circumstances will it be permitted for the prime function to become that of just letting out the whole or part of the accommodation if this occurs it will be considered a fundamental breach of the terms and conditions of the lease.
14. OPTION TO BREAK:
- The tenant will have an option to break, for any reason, at any time after the first year by giving 3 months notice to terminate provided they have complied with all the terms and conditions of this agreement especially as to repairs and maintenance of the building.
- The landlord can determine the lease by not less than three months notice to quit in the following circumstances:-
1. If the tenant deviates from or fails to implement the provisions of the Tenant's Articles of Association.
 2. If there is a material change to community demand for the services and the premises are substantially under utilised to the extent that the premises are only open to the community base that they serve at less than 75% of the permitted/agreed opening hours.
 3. If the tenant shall make any material change or alteration or amendment to the Tenant's Articles of Association which inhibits the Tenant carrying out its primary objects unless this has been approved by the Landlord.
 4. If the Tenant fails to comply with any notice/s served by the Council under the Tenants' repairing and maintenance obligations.
 5. If there should be any financial or administrative mismanagement of the Community Centre.
 6. If the Council require the site for redevelopment then notice must be not less than 12 months.

- | | | |
|-----|------------------------|---|
| 15. | OTHER TERMS: | The Lease to be in the standard form, where appropriate, as produced by the Landlord's Solicitor, which includes the Council's Conditions of Employee Protection. |
| 16. | LEGAL COSTS: | The tenant to pay the Landlord's legal costs in the transaction and surrender of the existing lease whether or not the matter proceeds to completion. An initial payment on account of £400 is required by return. |
| 17. | REFERENCES: | References will be required for new Trustees. |
| 18. | STATUTORY REQUIREMENTS | The tenant will comply with all Statutory Requirements and obtain full insurance cover for the use of the premises so as to indemnify the Council against any claims that may arise from the Tenants' use and occupation of the premises for at least £2 Million. |
| 19. | COURT EXCLUSION | The lease will be excluded from the security of tenure provisions of Part 11 of the Landlord and Tenant Act 1954 |
| 20. | COMMITTEE APPROVAL: | The grant of the lease is subject to the approval of the appropriate committee to the Council. |
| 21. | ACCOUNTS | A copy of the audited accounts of the organisation to be provided annually. |

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Executive**On 23 January 2007**Report Title: **Haringey Housing Diversity and Equalities Strategic Framework**Report of: **Interim Director of Adult, Culture and Community Services**Wards(s) affected: **ALL**Report for: **Key Decision****1. Purpose**

The report asks the Executive Committee to approve the Housing Diversity & Equalities Framework and Action Plan.

2. Introduction by Executive Member (if necessary)

This report marks further progress in the programme of Housing service improvements. The draft Diversity and Equality Framework is an important building block underpinning new services such as the Prevention and Options Service and Home Connections. It builds upon the strong support the Council obtained from the Audit Commission in the 2006 Comprehensive Corporate Assessment. The Diversity and Equality Framework embeds diversity and equality objectives into all areas of Housing Service activity.

It is a statement of our fundamental commitment to valuing diversity and creating opportunity for all residents. The Framework highlights our strong commitment, identifies examples of good practice and sets out what further actions we propose. The Framework has been the subject of extensive consultation and has benefited from that process and from the comments and guidance of the Corporate Equalities Team. This is an important document and will be crucial in helping the Council achieve the two stars in the pending inspection of the ALMO"

3. Recommendations

That the Housing Diversity & Equalities Framework be approved,

That the Action Plan be agreed.

Report Authorised by: **Jim Crook, Interim Director of Adult, Culture and Community Services**Contact Officer: **Hitesh Tailor, Interim Housing Partnerships Manager**

4. Director of Finance Comments

There are no direct financial implications from approving the Framework. Any cost of printing will need to be contained within the existing Housing Budget.

There may be some resource implications (not quantified at present) if the Action Plan suggests any change in the processes of providing homelessness needs.

5. Head of Legal Services Comments

The development and implementation of the Framework and associated Action Plan will assist the Council in complying with its equalities duties as a public authority and a service provider. In particular it will assist the Council in meeting the requirements to promote equality of opportunity and eliminate unlawful discrimination inherent in its duties as a public authority under Section 71 of the Race Relations Act 1976, Section 49A of the Disability Discrimination Act 1995 and Section 76A of the Sex Discrimination Act 1975. In addition the Framework will also assist compliance with the general duties concerning the elimination of discrimination on the grounds of religion or belief and on the grounds of sexual orientation introduced by the Equalities Act 2006.

6. Local Government (Access to Information) Act 1985

Haringey Housing Strategy 2003-08
 Draft Housing Needs Survey 2006
 Association of London Government (ALG) Black and minority ethnic housing strategy guidelines for London
 Housing Corporation Equality & Diversity Policy & Strategies
 Experience Counts: Haringey's Strategy for improving the quality of life for older people 2005-2010
 Haringey Council: "Housing And Diversity In Haringey - Consultation With The Race Equality Joint Consultative Committee." (REJCC)
 Haringey Council Equal Opportunities Policy - achieving equality; respecting diversity
 Haringey Council Scrutiny Services : Report of the Scrutiny Review of Adaptations
 Haringey Council, 'Shaping the Future'. Draft Sustainable Community Strategy 2007-2016.

7. Strategic Implications

The Diversity & Equalities Framework is an important document setting out the Council's commitment to achieving equality in housing for all residents and communities. The Framework gives added focus to the diversity and equalities issues identified in the Housing Strategy. It is structured around the needs of the six equality groups:

- Age
- Disability
- Ethnicity
- Gender
- Religion and Belief
- Sexuality

The Framework sets out the aims and objectives that will ensure housing services across all tenures contribute to the Council's Sustainable Community Strategy vision of making Haringey a place where ***“people want to be.”***

It also reflects the Housing Strategy vision of ***“Meeting the borough's current and future housing needs-and through doing so, making a major contribution to social inclusion and the socio economic well-being of Haringey.”***

The Framework includes an Action Plan that will guide the work of the Council's Strategic Housing Service in implementing the aims and objectives and proposed actions.

8. Financial Implications

The implementation of the Framework will be resourced from existing resources. Actions that require additional resources will be considered by the Social Services and Housing Departmental Management Team (DMT)

9. Equalities Implications

The proposed Framework is an important tool that aims to highlight the difficulties communities within Haringey face in obtaining and maintaining housing. It sets a direction of travel underpinned by the Action Plan that will deliver the Framework.

The Framework aims to ensure that housing across all tenures is accessible to all residents facing housing need. It further seeks to ensure that housing services, regardless of the provider of such services, meet the diversity and equality aims and objectives of the Framework.

10. Consultation

The Framework has been developed following consultation with housing providers and community groups that represent the various communities within Haringey. All the main Haringey Strategic Partnership forums were contacted, along with housing associations, and over 100 community organisations. The consultation included a survey form, a focus group presentation to Turkish and Somali tenant groups, and to the Older Person Forum, and individual interviews / meetings with various organisations.

The main survey form sought views on the intended aims of the Framework; what were the key issues contributing to housing inequality; suggestions for improving access to affordable housing and improving service provisions.

The Framework and Action Plan that will allow Haringey's Strategic Housing Service to develop close and effective working with partners and organisations across all tenures.

11. Background

The Housing Strategy highlighted the diversity and equalities challenges arising from meeting local housing needs and related objectives and policies. The Diversity and Equalities Housing Framework sets out current practice including examples of best practice. It identifies actions to develop an excellent housing service. This would help in attaining a two stars in a future Audit Commission inspection and further build upon the progress identified in the Corporate Performance Assessment on diversity and equality.

The focus of this Diversity & Equalities Framework has been to highlight the difficulties residents face accessing affordable housing solutions, and in achieving a good quality of life through responsive services within Haringey across all tenures.

Haringey Council has a proactive and positive approach to equalities work. Much of this has diversity at the forefront given the make up of the Borough and its residents. It is imperative to document the inequality experienced by Haringey's residents and to develop housing policies and services, across all tenures, that will in the long term address inequalities and eliminate discrimination.

12. Aims of the Framework

The Framework proposes actions to meet the following aims. To:

- Eliminate unlawful discrimination on the grounds of race, disability, gender, sexuality, religion / belief, and age.
- Promote equal opportunities for all groups in the community
- Deliver high standard services to people from economic and socially disadvantaged communities and are sensitive to differences in needs, language and culture
- Promote community cohesion within Haringey by recognising the diversity of local communities and fostering good relations between them

The Framework has identified four objectives to ensure the Action Plan reflects the overall aims.

13. The Four objectives of the Framework:

- Develop greater understanding of community housing needs and improve services to residents across the tenures
- Work with partners to maximise the supply of affordable homes, increasing access and housing choice
- Improve community safety, sustainability and cohesion in our most deprived communities and create opportunities for people to achieve and succeed
- Eliminate discrimination in the provision of our services by developing effective performance information and monitoring of housing services

14. Wider Influences upon the Framework

Developing a cross tenure Diversity & Equalities Housing Framework reflects the following local drivers. The:

- Draft Community Strategy 2007-16
- Housing Strategy 2003-08
- Supporting People Strategy
- Experience Counts – Older Persons Strategy
- Children & Young People Strategy

There were also a number of national drivers. The:

- Sustainable Communities Plan
- London Housing Strategy.

The Diversity and Equality Framework takes account of equalities legislation and guidance including the CRE code of Practice and key performance indicators which the authority must adhere to.

15. Delivering Equal Opportunities in Haringey

Haringey Council has a commitment to reflecting the diversity of the community it serves and to promoting equal opportunity through its Equal Opportunities Policy.

Haringey Council also has a Race Equality Scheme with requirements to develop Equalities Impact Assessments (EIA) for each policy and strategy the council develops. This Framework has been subject to an Equalities Impact Assessment.

The Council also introduced a Disability Equality Scheme and will introduce a Gender Equality scheme before March 2007.

The Council is also aiming to achieve Levels 3 and 4 of the Equality Standard for Local Government.

16. Conclusion

This report asks the Executive Committee to approve the Housing Diversity & Equalities Framework and agree the Action Plan.

The Framework sets out the Housing Services' record of initiatives and activities across the six equality groups. Within the Framework and summarised in the Action Plan is the actions that we propose to take to meet the aims and objectives set out in the Framework. It reflects the Council's vision and sets out what we expect from all providers of housing and housing services.

It further sets out how the needs of residents in all tenures will be met. The Framework will be a key document underpinning the Housing Strategy of the Council.

17. Use of Appendices / Tables / Photographs

The Housing Diversity & Equalities Framework is attached. Part of the Framework includes 5 annexe:

Annexe A	Legislation
Annexe B	Strategies
Annexe C	Consultation
Annexe D	Action Plan
Annexe E	Organisations

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Housing Diversity and Equalities Framework

2007-2010

Version 10 @ 10 January 2007

**Hitesh Tailor
& Nigel Long
Apex House**

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Foreword

Cllr Isidoros Diakides
Executive Member for Housing

Executive Summary

- This Housing Diversity and Equality Framework sets out the Council's strong commitment to ensuring that housing services, across all tenures, meet our commitment to value diversity and promote equality.
- The London Borough of Haringey faces a range of challenges relating to deprivation and the diversity of the Borough. It is committed to valuing all residents and creating opportunity and good housing choices for all.
- This Framework sits within a clear strategic context set by the Council and supports the Council's aims and objectives. These provide a vision that will ensure unlawful discrimination is tackled and greater community cohesion is promoted.
- The Borough faces a range of housing related challenges. These include housing supply, access to housing, the concentration of Black and Minority Ethnic (BME) residents in poor quality overcrowded housing, severe levels of homelessness, a lack of specialist accommodation, a lack of large units, high house prices, rent levels, and insecurity of housing.
- The deprivation and housing need faced by many residents is well documented in the 2001 census data, the draft Housing Needs Survey (2006) data from homelessness and Housing Register monitoring, from the Older Persons Housing and Support Needs Analysis (2005) and information from Supporting People including the Haringey Supporting People Key Facts 2005-2010 (2006)
- This Diversity and Equality Framework identifies key cross cutting issues that impact on or influence all equality areas. It takes account of legal requirements (**Annexe A**) other key strategies (**Annexe B**) and highlights the importance of consultation (**Annexe C**).
- This Diversity and Equality Framework addresses the challenges faced by the Council's Housing Service. An Action Plan (**Annexe D**) sets out the Housing Service proposals, timescales and lead officers. It will be used as the basis for reporting to the Council Executive. These proposals are Specific, Measurable, Achievable, Realistic and time limited (SMART)
- The Framework highlights the critical importance of monitoring performance, both the impact of the strategy, and the implementation of the Action Plan.
- In order to ensure effective implementation, monitoring, review and evaluation it is proposed to establish a Sounding Board, with a majority of Service Users, to achieve this.

Chapter 1 Introduction

This Housing Diversity and Equalities Framework is one of the key strategic documents that will guide the London Borough of Haringey's work over the coming 3 years.

The Council has improved its performance according to the most recent Corporate Assessment by the Audit Committee. (2006)

We are a three star authority and our ambition is to perform at the level of excellent councils. We aim to be a Four Star Council.

The Audit Commission recognised the progress we have made in mainstreaming diversity and equality into the Council's day to day activity and highlighted areas of good practice such as on Domestic Violence.

This Framework is central to improving the Council's performance further. Our aspirations are great. We aim to deliver opportunity and improved services for all residents and communities.

An Improving Borough of Challenges

The Borough is very diverse. A population of 225,000 people live in Haringey: women and men, disabled and non disabled, ethnic minorities and supposed majorities, old and young, heterosexual, lesbian and gay, faith and non-faith communities. These communities and their experiences overlap, and it is the size and range of the diversity that makes Haringey stand out:

- Nearly 45% of Haringey's population are from ethnic minority communities¹ including Black African, Black African- Caribbean, Chinese, Greek-Cypriot, Turkish- Cypriot, Indian, Pakistani, Bangladeshi, Irish, Jewish and Kurdish communities. This population is changing with new communities arriving.
- Approximately 10 percent of local people are refugees and asylum seekers.
- More than 50% of the local population are women.
- More than 10% of the local population are estimated to have a disability.
- A total of 25% of the local population are aged 50 plus.
- National Research suggests between 5-10% of the population are lesbian or gay.

Diversity and disadvantage co-exist in Haringey. Deprivation affects all local communities. The Borough is marked by an east-west polarisation of deprivation and wealth. Deprivation is particularly concentrated amongst ethnic minorities, women, disabled people and older people.

Our evidence of housing needs in Haringey includes:

- Haringey has the largest number of households (5,600) living in temporary accommodation (source: LB Haringey Housing)

¹ London Borough Haringey Equal Opportunities Policy (2001)

- Over 10,000 households on the Housing Register (source: LB Haringey Housing)
- Over one in five households live in unsuitable housing, of whom 70% are from non White British households. (source: draft HNS)
- Over 18,000 households require support of a kind defined by the Supporting People programme. Over 85% were due to physical disability or frailty in old age. (source: draft HNS). 55% of households requiring supports are from BME households.
- An estimated 9% (over 8,000 households) live in overcrowded conditions, including a third of lone parent households.

Haringey's Housing Strategy

This Housing Diversity and Equality Framework meets a high priority established in the Housing Strategy 2005-08.

The Housing Strategy set out the major challenges the Borough faces and key actions needed across all tenures. Tackling inequality, valuing diversity and increasing housing choice and opportunity for all communities was a foremost priority.

The Housing Strategy made a commitment to develop a separate Housing Diversity and Equalities Framework to highlight the difficulties faced by communities in accessing affordable, decent and safe housing solutions appropriate to their needs across the different housing tenures.

The Framework is complimented by a robust Action Plan. That identifies appropriate housing policies and services to address inequalities and how we will eliminate discrimination. This is achieved by understanding the impact of housing outcomes across the six main equality areas:

- | | |
|--------------|---------------------|
| • age | • gender |
| • disability | • religion / belief |
| • ethnicity | • sexuality |

This Framework is not be seen as an end in itself. It provides a direction of travel for Haringey to achieve equality in housing.

Housing Strategy Vision

Meeting the borough's current and future housing needs – and through doing so, making a major contribution to social inclusion and the socio-economic well-being of Haringey.

Aims

Our high levels aims are to:

- Eliminate unlawful discrimination on the grounds of race, disability, gender, sexuality, religion / belief, and age.
- Promote equal opportunities for all groups in the community
- Deliver services to people from economic and socially disadvantaged communities that are sensitive to differences in needs, language and culture
- Promote community cohesion within Haringey by recognising the diversity of local communities and fostering good relations between them.

Our aims support the Strategic Vision.

Objectives

The objectives for the Framework are to:

1. Develop greater understanding of community housing needs and improve services to residents across the tenures
2. Work with partners to maximise the supply of affordable homes, increasing access and housing choice
3. Improve community safety, sustainability and cohesion in our most deprived communities and create opportunities for people to achieve and succeed
4. Eliminate discrimination in the provision of our services by developing effective performance information and monitoring of housing services

The 4 objectives play an important role in the structure of this Housing Diversity and Equalities Framework. They provide the core structure for the Action Plan at **Annex D**. We consider future actions (What we will do) against each of the objectives.

Delivering Equality in Haringey

Equal Opportunities Policy

Equalities are a key element for Haringey's response to the needs and requirements of all residents, employees and partners.

Haringey Council's Equal Opportunities Policy states: "Throughout its work, Haringey Council is committed to reflecting the full diversity of the community it serves and to promoting equality of opportunity for everyone. We accept that the council is not free of unintended institutional discrimination. We will work to eradicate it. We aim to ensure equal access to our services by all citizens on the basis of need and to provide services in a manner that is sensitive to the individual whatever their background. We will represent the needs of our diverse communities to other agencies and make equal opportunities a key guiding principle in all of our work with our partners. We will ensure that our workforce reflects the community it serves. We will take positive action to realise our equality of opportunity policy. We are committed to eliminating discrimination on the grounds of:

- age
- disability
- colour, ethnic origin, nationality, national origin or race
- gender
- HIV status
- marital status
- religious belief
- responsibility for dependants
- sexuality, or
- unrelated criminal conviction.”

Staff: Equalities Profile

Haringey has a strong commitment to a diverse workforce that reflects the diversity of the borough's population.

No	Area	%	Comment
01	Percentage of White Housing staff	50	
02	Percentage of BME Housing Staff	46	
03	Percentage of Male staff	64	
04	Percentage of Female staff	36	This compares to the overall Council breakdown where 70% of staff are women.
05	Percentage of part time Male staff	1	
06	Percentage of part time Female staff	5	
07	Staff aged under 25 years	5	
08	Staff aged over 50	28	
09	27 of the 855 staff had a disability	3.3	The Council wide figure is 2.1%

Key Partners: Equal Opportunities Policies

There are over 40 Housing Associations operating in Haringey, varying in size both as organisations and the number of homes they own in the Borough.

Amongst the associations are various BME associations specialising in providing information and services as well as homes for particular communities.

Housing Associations already operate their own equal opportunities policies and practices. We will look to reconcile the different policies and practices of housing providers to reflect Haringey priorities and to establish good practice for diversity and equality in housing within the Borough.

Homes for Haringey, an arms length management organisation (ALMO), was established in April 2006 as the vehicle by which Haringey will deliver the Decent Homes target.

The ALMO initially adopted the Council's own equal opportunities policy. It operates a regular Equalities Forum which is currently working on the development of a new Equalities policy. One of the ALMO's key business objectives is: *“create a service based on equality of opportunity for all which recognizes the diversity of the community it serves”* through an effective partnership with Haringey Council.

Setting Standards across all Tenures

The Housing service is setting standards across all tenures. This reflects the commitment to the establishment of a strategic housing service that commissions a range of providers, public and private to provide housing and housing services. We require all such organisations to meet the highest equality standards and to value all customers.

Preferred Partners Protocol.

This protocol covers the 5 housing associations who the Council has chosen as their key partners for the development of future homes. They are expected to ensure the highest standards on diversity and equalities in keeping with the importance given to such matters by this Framework.

Private Sector Landlords

Private Landlords play an important role in helping to meet the housing needs of residents. Private landlords are often drawn from the borough's ethnic minority groups and this Framework recognises the need to respond to their needs. That is one reason why the Landlords Forum is important.

We will in order to ensure standards across all sectors including private landlords, housing associations and **Homes for Haringey**:

- Enforce high standards
- Ensure compliance on Race Equality standards
- Ensure compliance with the Disability Discrimination requirements
- Ensure good practice on Aids and adaptations

Developing consistent high standards and compliance on diversity and equalities across all landlords is an important area of work.

Legal Framework and Key Drivers

This Framework reflects a variety of drivers at national, regional and local level and has taken into account the legislative framework (see **Annexe A**).

Priority setting and the development of actions in the Housing Strategy resulted from 5 key drivers:

- The Haringey context and the local housing market
- National, Regional and Sub-Regional priorities
- Local Strategic Context, including the Council's corporate priorities as stated in the Community Strategy
- The prioritisation of resources
- Issues of concern for stakeholders and feedback from consultation

The overall Housing Strategy identified four key objectives:

1. Improve housing services to residents across the tenures
2. Maximise the supply of affordable homes, increasing access and housing choice
3. Improve community safety, sustainability and cohesion in our most deprived communities and create opportunities for people to achieve and succeed
4. Regenerate our neighbourhoods, achieving decent homes for all and improve the environment

Other key strategies that influence and direct this strategy include:

- Supporting People Strategy, 2005
- Experience Counts – Older Persons Strategy 2005
- Children & Young People strategy, 2006
- Unitary Development Plan, adopted by the Council in July 2006
- Private Sector Housing Renewal Strategy
- Homelessness Strategy, 2004 – 08
- Private Sector Strategy.

Details of these are in **Annexe B**

Commitment to Consultation

We undertook consultation with key stakeholders within the Borough to identify the key aims for this Framework and the key issues arising from inequality. A survey form with an accompanying letter was sent to over 300 organisations and individuals (including housing providers and community groups and who represented a wide range of the Borough's residents) asking what they considered were key issues in relation to accessing decent affordable housing in the Borough. It was considered important to enable stakeholders to set the agenda in relation to the key equalities issues and how they affect residents in relation to their housing needs. We contacted colleagues within other departments in the Council for their views and additional information.

In addition to the survey work which achieved a high response rate, the Framework was also considered in detailed discussions with a range of key partners including the Housing Association Forum, the Equalities Forum, Older Person's Forum. The range of respondents to the survey included housing associations, both general needs and specialist, Supporting People providers, Social Services, the Drug and Alcohol Action Team (DAAT)

The results of feedback have been built into the Framework and details can be found in **Annexe C**.

It is our practice to monitor all consultations and to record any particular issues raised by specific equality groups.

Performance Monitoring

There are a range of indicators on which the Government measures the performance of local authorities in promoting equal opportunities and combating discrimination and harassment. These are audited each every year. These are considered in Chapter 4 and include Best Value Performance Indicators (BVPIs) and the Diversity Key Line of Enquiry (KLOE) indicators.

In addition to Government indicators, Haringey Council has adopted a number of key local equality indicators. ***Homes for Haringey*** is also adopting a number of performance indicators and is working with the Council to achieve a good level of performance.

Partnership Working

Strong partnership working is essential in order to meet our strategic housing priorities and to effectively tackle the various challenges we are facing. The Haringey Strategic Partnership (HSP) is an important co-ordinating forum led by the Council and involving our major partners. There is a robust partnership structure for housing beneath the HSP.

Equalities Forum

The Framework is a important document and we will; establish an equalities forum to bring together partners to oversee the implementation of the framework. The forum will allow other discussions on diversity and equalities to take place amongst partners.

Chapter 2 Valuing Diversity and Achieving Equality

This chapter considers the cross cutting issues that impact upon all areas of our diversity and equality work.

Whilst specific issues affect certain groups, the strategy sets out how we work across the strands to ensure that diversity and equality challenges faced by the six equality groups are met. This chapter sets out :

- Our excellent record
- How we will build upon that record.

Cross cutting Issues

1. *Equality Impact Assessments*

An Equalities Impact Assessment (EIA) is a way of assessing the effects a key policy, strategy or existing service function may have on people depending on their racial group, disability, gender, age, belief or sexuality. The proposed Diversity and Equalities Sounding Board will monitor the effectiveness of the EIA.

We have:

- Developed EIAs for all new policy and service initiatives
- Developed EIAs following consultation with our Corporate Equalities Team
- Established Action Plans linked to each EIA to guide our work
- Asked Scrutiny reviews of policy change to consider the EIA related to that area.

Example of Good Practice : Equality Impact Assessments

The Housing Service produces EIAs for each new service proposal e.g. Home Connections, or policy proposal e.g. Lettings Policy. An EIA accompanies this Framework and future strategy reviews relating to Housing Policy and Homelessness will publish EIAs before detailed work on the new strategies commences.

We will:

- *Ensure that every policy initiative or service change is the subject of an EIA*

We will ensure that before any new policy is developed or service introduced a EIA is established to guide the work.

Example of Good Practice: Somali Housing Needs

There are between 10,000 and 15,000 in Haringey with significant concentrations in some of the poorer wards: Northumberland Park, White hart Lane, South Tottenham and Bruce Grove.

Haringey Housing services and Homes for Haringey have been working with the Somali community to:

Establish a detailed understanding of Somali housing needs in the Borough as part of a wider study into Somali needs.

Proposals to meet the needs of the Somali community include:

Building larger family homes

More culturally specific sheltered housing units for Somali elderly persons

Support for homeless families to consider options out of the area and London

Employment of a Somali housing officer able to advise Somali families on the process

Source: Sahil Housing Association.

- *Consult on EIAs as part of our wider commitment to consult on policy change*

The ethos of our approach is that we will involve and consult.

- *Publish annually a record of Housing Service EIAs*

We aim to increase transparency of our diversity and equality work and subject it to Service User and Member scrutiny.

- *Ensure that EIAs are widely circulated to key stakeholders*

We will ensure that EIAs are shared with our partners to highlight the importance we attach to them.

- *Provide EIAs as part of any contract documentation with partners.*

We aim to highlight the importance we attach to them.

- *Involve the various Equalities Forums in reviewing the impact of EIAs*

Involving Service Users in developing and reviewing EIAs will help enhance support for our diversity and equality work.

- *Develop monitoring and reporting of EIA Action Plans*

This Framework highlights the importance throughout of monitoring, reviewing and evaluating the effectiveness and impact of our work.

2. Race Equality Scheme

Haringey achieved Level 3 of the CRE Race Equality Standard in 2001/02. It then achieved the general Equality Standard Level 2 a year later. Our aim is to achieve Levels 3 and 4 by the end of 2006/07.

We have:

- Complied with corporate standards
- Embraced requirements under Race Relations (Amendment) Act 2002
- Introduced Equality Impact Assessments
- Introduced monitoring
- Introduced staff training on race equality issues.

We will:

- *Involve BME residents in service monitoring*

Placing Service Users centre stage is crucial to making the Framework effective.

- *Ensure future services and policies take account of diversity*

The emphasis throughout the Framework is upon ensuring account is taken, at all times, of diversity and equality challenges.

- *Develop staff training*

Haringey has a talented and valued workforce. We aim to develop its quality further through training on diversity and equality.

3. Disability Equality Standard

The Disability Discrimination Act has introduced a range of measures to promote equality of opportunity between disabled people and other people.

Haringey has introduced the Equality Standard to reflect the Council's commitment to improving services and opportunities for disabled people.

4. Local Government Equality Standard

The Equality Standard for Local Government, against which councils are measured, was developed to ensure that local authorities consider gender and disability as well as race. Levels 3 and 4 require us to demonstrate positive outcomes across all equality areas including age, sexual orientation, and religion / belief. These standards provide a platform of aspiration and good practice that this strategy will help the housing service to achieve.

We have:

- Complied with corporate standards
- Consulted with a wide range of equality groups
- Taken account of the Disability Discrimination Act
- Introduced Equality Impact Assessments
- Introduced monitoring

We will:

- *Involve all equality groups in service monitoring*

Involving Service Users in monitoring, reviewing and evaluating services will improve those services.

- *Ensure future services and policies take account of diversity*

By mainstreaming our diversity and equality work we believe our policies future services will be more effective.

- *Ensure monitoring of all equality areas.*

Monitoring is highlighted consistently in this Diversity and Equality Framework as central to achieving the desired outcomes and to making Haringey an excellent Council.

4. *Involvement*

The Framework takes as a good practice starting point that the Customers of our services should be involved in developing services and in decisions on how services should change and on their effectiveness.

We have:

- Ensured that all major policy changes are the subject of wide consultation.
- Involved our key partners in developing new services e.g. Home Connections and new housing supply.
- We have worked through focus groups to ensure BME views are taken account of
- We have worked with partners to develop specialist new housing provision

Example of Good Practice: Councillors Surgeries

Councillors at Haringey have set an example of good practice. In order to respond to the needs of Somali speaking residents who were attending regular specialist advice surgeries the Council has paid for translators to be available.

Example of Good Practice: Lettings Policy

The Council's new Lettings Policy included:

- Writing to all Residents on the Housing Register
- A conference bringing together BME voluntary sector groups
- Focus groups with specific BME communities e.g. Turkish speakers

We will:

- *Operate forums that involve residents from each of the 6 equality groups.*

Equality Forums are central to judging, with Service Users how well the Framework and Action Plan is doing.

- *Listen and to learn from the experience of our customers.*

Constant feedback and dialogue with Customers through forums, surveys and a range of tenant association and community bodies will help the service to be judged.

- *Introduce surveys of BME and other equality groups.*

Regular surveys will allow a judgement on the effectiveness of the Framework and services.

- *Investigate how BME residents and other equality groups can become more involved.*

Specialist surveys and focus groups will allow consideration of the needs of equality groups.

Example of Good Practice: Homes for Haringey Tenant Forums.

1. Homes for Haringey Tenant Forums

Specific User Groups:

- Disabled Peoples' Group
- Turkish-speaking group
- Somali-speaking group
- French, Lingala & Portuguese group – currently moribund

Also outreach work via equality groups – LGBT, gender – using known groups and forums. There is also a youth sounding board, a supported housing forum

As part of the residents consultative forum, there are a number of panels including an Elderly and Special Needs Panel.

Hard to reach Project

The aim of the Hard to Reach project is to develop ways in which identified sections of the wider community who are currently under represented could become more involved in dialogue with Homes for Haringey. The groups the Outreach worker will be working with:

- Chinese
- Turkish
- Kurdish
- Somali
- French speaking African
- Visually and hearing impaired.
- LGBT – Lesbian, Gay, Bisexual and Transgender
- Bangladesh

5. Sustainable Communities

Haringey is committed to developing inclusive communities. This theme is a key strategic objective and reflected in the objective of '*narrowing the gap*'.

We have:

- Developed our new homes work to build balanced communities with a mix of tenure
- Revised our Lettings policy to meet the needs of larger overcrowded families.

Example of Good Practice: Hornsey Water Works Development

In July the Council adopted a new planning policy. This will be used to deliver 50% affordable homes in each new development in the Borough. Phase 3 of the Hornsey Works development will deliver over 150 new dwellings for rent and shared ownership. These are larger homes and will address the needs of larger families drawn primarily from BME communities. It will help reduce the number of larger households in temporary accommodation or living in unsuitable overcrowded housing.

Our commitment to Sustainable communities is both about reducing the inequality between the poor east of the borough and the better off west, but it is also about reducing inequality between different sections of the community.

We will:

- *Continue to develop a range of new homes both in tenure and size.*

Developing an increased supply of larger properties is key to tackling overcrowding and this will have benefits for overcrowded and homeless BME households.

- *Continue to identify and develop, in partnership, land within the Borough*

Making the best use of Brownfield sites within the Borough and re-development opportunities will be critical to increasing the supply of new homes.

- *Ensure, through our Lettings policy, that the needs of larger families and vulnerable households are met*

The Council's new Lettings Policy aims to ensure that overcrowding is tackled as a top priority.

- *Ensure that all homes meet accessibility standards or where appropriate can be adapted.*

New and existing homes must be accessible to ensure they allow full access for disabled people and to meet changing household needs e.g. with age

6. Respect

The importance of valuing neighbours is a key cross cutting theme. This is reflected in the need to create safer communities. The Government's respect programme was launched on 10 January 2006, it builds on the Governments drive to tackle anti-social behaviour and its underlying causes, complementing the Home Office's Together campaign.

We have:

- A Executive Member with responsibility for tackling Anti Social Behaviour
- Played a full role in the Borough wide Crime and Disorder Reduction Partnership (CDRP)
- Promoted action to tackle anti-social behaviour including establishing an Anti Social Behaviour Team
- Developed a Drug and Alcohol service
- Require Homes for Haringey to enforce the Tenancy Agreement to deal with anti social behaviour
- Operate a Noise Response Team
- Established a nationally acclaimed Domestic Violence service.
- Used Anti Social Behaviour Orders (ASBOs) and injunctions.

Example of Good Practice: Sensitivity in the use of ASBOs

Haringey makes effective use of ASBOs but applies for them in a measured way. In every case of anti social behaviour reported a full investigation is carried out, irrespective of the age, sex or race of the alleged perpetrator.

Only, if after a full investigation, there is evidence to support the allegations will we take further action. We do not take further action if allegations cannot be substantiated. We are fully aware that on some occasions allegations made are malicious and may be racist, hence why we are thorough in our investigations. The high standards we operate to are offered to all residents in the Borough, irrespective of ethnic background. These have been recognised by the Courts. The Council have a 100% record on all legal applications.

- A nationally acclaimed Domestic violence and harassment service

Example of Good Practice: Domestic Violence case study – Hearthstone Domestic Violence (DV) and Support centre

Hearthstone is a multi agency centre financed by Haringey council to support and advise residents experiencing domestic violence. Many of their clients originate from the east of the Borough. This is not necessarily linked to deprivation but rather the availability of temporary accommodation when people are leaving situations where they experience violence.

With the lack of available social housing, the insecurity of DV victims can be compounded by the wait for transfer to other properties (where they are existing council or RSL tenants); or time spent in temporary accommodation, as well as trying to secure deposit for a private rental. The service felt that the operation of a rent deposit scheme would help many DV victims move into safe accommodation whether within Haringey or outside the Borough.

The Service would like to see increased awareness of the effects of DV amongst housing staff with a uniformity in the way it is dealt with.

We will:

- *Maintain the Hearthstone service*

This is a nationally acclaimed service addressing domestic violence and harassment. We will develop it and continue to meet the needs of Women and Men.

The Council will continue working closely with the Primary Care Trust (PCT) to provide an out of hours service. The PCT has provided funding for this.

- *Continue to use ASBOs and similar measures*

Tackling anti-social behaviour is an important priority. Such behaviour often impacts disproportionately upon poorer BME communities.

- *Work with communities to develop youth and community facilities.*

Tackling anti-social behaviour involves creating opportunities as well as using measures such as ASBOs. Creating leisure related options is a key element.

- *Continue our close working with the Police through the CDRP.*

This is an important partnership working across agencies to tackle anti-social behaviour.

- *Ensure that support is provided to vulnerable people.*

We aim to help vulnerable people have access to good quality affordable housing and help them sustain their homes. We will work with Supporting People and care support agencies to achieve this,

- *Continue to work with the Sure Start Children's Centres and local programmes in the Borough.*

Sure Start schemes support parents in challenging situation to develop skills, and find work whilst participating in their communities. Sure Start will continue to have the Council's support and to ensure BME parents access and benefit from the schemes.

7. Customer Care

Central to the strategy is the commitment to valuing all residents. This requires recognition of varied equality needs. Different people require different responses. Future services are being tailored to both the needs of the individual customer but also to the needs of the diverse communities that make up the Borough's population.

We have:

- Established a Vulnerable Adults Team to provide specialist support.
- A Specialist Older Peoples Service to ensure specialist support.
- Introduced a Customer focus in all housing service centres.

- Introduced new standards for telephone answering
- Introduced a new complaint system
- Ensured access to translators and advocates
- Advertised our services in a range of languages
- Worked closely with a range of specialist advice agencies.

Example of Good Practice: Turkish Speaking Elders Project

This advice service helps older Turkish speakers to access a range of advice and housing advice. It is aimed at people over 60 and meets the needs of many long residents. Both the Housing Service and Homes for Haringey have a good record of involving Turkish speakers in consultation activities. These involve the use of a skilled translator and facilitator.

Example of Good Practice: Support for BME Advice Services

Haringey benefits from the presence of a wide range of BME advice agencies. These provide a wide range of advice including help with housing and language problems. They also provide a range of care and support services. Examples include the Chinese Day Centre, Jewish Care, Somali Carers Trust, Turkish Cypriot Women's Project, Black and Ethnic Minority Carers Support Service.

Example of Good Practice: Choice Based Lettings

In introducing Choice Based Lettings, through Home Connections, we have created a wide range of Customer contact points to ensure people on the Housing Register can effectively bid. 60 staff in Libraries, 70 staff in Customer services as well as Housing Officers at Haringey and at Homes for Haringey have been trained on the new service including how to work with vulnerable people and how to respond to households with language needs. Our telephone service offers 9 different community languages. Documentation includes the option to obtain translations and audio information.

We will:

- *Continue to place Customers at the heart of our work*

The Diversity and Equality Framework seeks to involve Service Users in all actions because the Council recognises their valuable role in judging the outcome of the services and helping to determine how policy and services can best be developed.

- **Ensure our services are responsive and flexible**

The challenges faced by the six equality groups will vary and change with time. The Framework, underpinned by monitoring and evaluation will allow the Council's response to change over time as required.

- **Ensure services address specific language and cultural needs.**

Responding to diversity requires that services provided by the Council and its partners are culturally sensitive and that where required information and services is available in the full range of community languages.

9. Understanding – filling gaps in knowledge

In order to develop responsive services and have effective policies that address the needs of the six equality groups we need to understand the challenges people and communities face.

We have:

- Commissioned Housing Needs Surveys (2003, 2006)
- Commissioned an Older Persons Housing and Support Needs Analysis.(2005)
- Reviewed the impact of the 2001 Census Data

In order to understand the needs and the varied solutions that may be available to meet the specific needs of the six equality groups we have adopted an evidence based approach. We propose to link this to active research in order to understand the way that people from the six equality groups experience issues.

Example of Good Practice: Older Persons Housing and Support Needs Analysis

The Older Persons Housing and Support Needs Analysis was commissioned by the Council to obtain detailed information on the *“current and future need for housing and related support services for older people.”*

This work helped provide valuable information on service gaps and has helped Housing Services develop its policy and services for older people.

We will:

- **Continue to commission and update Housing Need Surveys**

The Housing Service will base all its policy and service development on independently commissioned evidence or performance data from.

- **Commission further Needs surveys on specific groups**

We will commission a range of research to help ensure we meet the actions in the Diversity and Equality Framework and wider challenges.

- *Continue to use the census data and the annual updates*

This is an important source of objective information to aid policy development and meet the Council's aims and objectives.

- *Review national research that is relevant to Haringey*

This is an important source of objective information to aid policy development and meet the Council's aims and objectives.

- *Base all our policy and service responses on evidence.*

We will ensure that all policy and service development is based upon evidence.

- *Also involve Customers, through surveys and focus groups in order to understand needs, aspirations, and their cultural choices.*

Involving Service Users in all aspects of our work is crucial to the effective implementation of the Framework and all our diversity and equality work.

Cross Tenure approach

The 2006 HNS survey reveals the following tenure breakdown of households:

Tenure	Number of households	% of total
Owner-occupation (no mortgage)	16382	17.6
Owner-occupation (with mortgage)	29252	31.5
Council	16761	18
Housing Association	10293	11.1
Private renting	20221	21.8
TOTAL	92909	100%

Housing Tenure by Ethnicity

Ethnic Group	% Owners	% Social	% Private Rented
White British	62	20	18
Asian British	51	28	21
Black British	29	54	17
White Other	35	25	40

1. Social Housing

This Framework aims to ensure that social housing is accessible and appropriate to all of the six equality groups. Just under than 30% of homes in the Borough are rented from social landlords.

The Framework will address the need for safe communities and for new larger social housing.

This tenure houses higher numbers of vulnerable people. This Framework will highlight the importance of care and support to sustainable tenancies. Childcare options will be a major factor linked with social housing.

2. Owner Occupation

Increasing access to owner occupation including shared ownership and low cost home ownership is a consistent theme highlighting the importance placed upon choice. With 49.1% of households owner occupied the level of ownership is below the national level.

Given that some owners are on low incomes, many from BME communities and many are older people the borough faces a range of problems linked to difficulties maintaining home ownership and maintaining homes to a high standard.

The strategy advocates measures to ensure home ownership is both sustainable in terms of paying for it and maintained as the owners become older and improvements or adaptations are required to maintain independence.

3. Private rented housing

The strategy recognises the important role that private renting can play. Nearly 22% of households rent from the private sector. There is a need to obtain long term security for tenants and to ensure properties are well maintained and adapted to ensure both sustainability and independence.

A feature of the Borough is the large number of private landlords who are drawn from BME communities. In particular many are drawn from the Cypriot community.

4. Homelessness

The six equality groups are disproportionately effected by homelessness. The Framework responds to this challenge by promoting choices and alternatives to homelessness by recognising the importance of care and support. Preventing homelessness is a central feature of the strategy

5. Meeting Housing Need

The challenges facing the six equality groups are many and substantial. The importance of understanding the scale of housing need is vital. This will allow long term planning to meet the needs of these households.

6. Houses in Multiple Occupation (HMOs)

HMOs raise particular diversity and equality concerns for the Housing Service. At one level they provide much needed accommodation often for young people and vulnerable people. At another level the conditions are often poor with low management, maintenance and security of tenure. The need to address issues arising from HMOs is highlighted in this Framework.

Chapter 3 The Six Equality Areas

Chapter 2 looked at the key cross cutting stands that impact upon the six equality areas. This chapter considers the specific areas. These are:

- Age
- Disability
- Gender
- Lesbian, Gay, Bisexual and Transgender
- Religion/Belief
- Ethnicity

Age

This Framework considers age in terms of:

- Older people. (Over 50)
- Younger people. (Under 24)

Older Peoples' Context

Less than a quarter of the population are over 50 (22.3%):¹.

AGE	Population	% of population
0-15	44,605	20.6
16-24	28,728	13.3
25-49	94,883	43.8
50-59	19,299	8.9
60-64	7,817	3.6
65-74	11,973	5.5
75 & over	9,202	4.3

The key features of the older peoples' population raises policy and service challenges for the Council. The key features are:

- 75% of older peoples' households contain just one person. These households alone account for 30% of all single households in the Borough.
- Over 50% of all older person households own their homes (with the vast majority having paid the mortgage). The level of owner occupation varies across the Borough with lower levels in the east.
- Around 20% of homes in the Borough, 19,376 are deemed unsuitable, of these 3,855 or 4% are in major disrepair or unfit.
- Almost 40% live in social housing – making up 20% of all lettings in that sector – this may have implications for the future supply of specialised housing.

¹ Housing Need Survey 2006

- Over 33% of older person households live in one bed dwellings – which is greater than the proportion for non older households.
- In contrast, 38% live in dwellings of 3 beds or more – and given the earlier comments about the size of old person households, this implies a significant amount of under occupation.
- Most under occupation is found in the owner occupied sector – where over half of older person households occupy homes of 3 or more beds.
- In the social rented sector, one in five homes are under occupied to the same extent.
- 17% older person households expect or need to move within the next five years.
- 20% would like to move into some form of supported or sheltered housing, although few expect it.
- The vast majority would like to move into ordinary residential accommodation.
- The average income of pensioners is lower than that for other adults. The average income for a single pensioner was est. at £12,619, whilst that for 2 or more pensioner households was just under £23K.
- The average equity for owner occupiers who have paid the mortgage is over £350K.
- 50% of older persons households have support needs,
- An additional 33% of mixed age households that contain elderly persons also have support needs.

In 2005 the Council carried out an Older Persons Housing and Support Needs Analysis . This highlighted a range of issues that needed action including:

- The need for extended partnership working
- Supporting People money needs to be focused on people without support
- More flexibility needed in service delivery
- A radical rethink is needed on supported housing and floating support
- Referral routes for people with complex needs are not well developed
- More care and support is needed at the upper age range of older people
- Floating support needs to be increased
- Extra care provision required.
- Needs of BME older people need addressing
- Needs of older owners need consideration

Key issues for Older People.

In 2005, Haringey commissioned an Older Persons Strategy ***‘Experience Counts.’*** “to tackle discrimination and promote positive attitudes towards ageing”. Its housing related goal for older people was:

Having a safe, comfortable and well maintained homes: to ensure that older people have a safe, comfortable and well maintained home (and garden) which meets their needs

Other additional goals in the Strategy which linked to housing included:

1. Living with support - to enable older people to live independently with support for as long as possible in their own homes.
2. Feeling safer: to create safer communities

Nationally, the National Framework for Older People (2003) set out 4 key areas of concern that inform this Diversity and Equality Strategy:

- Rooting out age discrimination
- Person centred care
- Promoting older peoples health and independence
- Fitting services around peoples needs.

The challenge addressed in this Framework is to consider the housing and related needs of older people including the importance of good health, social care and safe neighbourhoods for a high quality of living.

There are 5 major housing areas faced by older people:

1. *Accessing appropriate housing:*

Consultation pointed to :

- a lack of specialist and sheltered housing
- a desire to for quicker access to council and social housing flats.
- aspirations for extra space to live in, with the possibility of extra rooms.

2. *Maintaining homes and independence*

There is a need for :

- Staff coming into peoples homes to be vetted and trusted
- Help to pay for repairs for many people
- Help for family and friends who have to provide support for elderly members in their own homes on a short term basis perhaps due to illness.

3. *Safe Neighbourhoods*

Older people have concerns about:

- Home security
- Unlit streets and areas
- The need for safe well maintained pavements.
- Anti social behaviour

4. *Accessing information*

Older people want:

- Clear information about the full range of housing services

- Communication difficulties addressed e.g. language challenges.
- Advice, across tenures about care and support services.

5. Promoting good health, care and support.

There is a strong link between good housing, health, care and support with residents:

- Receiving appropriate care in their homes to maintain independence
- Being supported to maintain their tenancies or mortgages when vulnerable
- Support for vulnerable people discharged from hospital.

Example of Good Practice: Cypriot Elderly Community

There was praise for Supporting People programme has been invaluable in assisting vulnerable elderly as well as young adults with physical disabilities. Programme has also enabled home visits to be made by the Cypriot centre staff as part as an outreach service. The Supporting People programme also enables the Cypriot centre to provide intense linguistic advisory and access service for housing and social services needs. The programme also fund Cypriot meals on wheels, help for people with diabetes, lunch club and day centres

Future actions are likely to include providing information and access points within the community e.g. in community centres. Regular outreach information session at the main day and community centres

Example of Good Practice: House Proud

House Proud is partnership arrangement that the Council has to improve the maintenance of owner occupied homes.

It aims to help low income, elderly and disabled and BME people to improve, adapt or update their homes or to carry out major repair or improvement work.

Example of Good Practice: Supporting People Strategy.

The Council has adopted a five year Supporting people strategy, covering the period 2005-2010. It promotes the following key themes:

- Improve services: providing better quality, accessible services for everyone who needs them, particularly health and social care
- Narrowing the Gap: improving the most deprived neighbourhoods
- Safer Communities: creating safe and confident communities with less fear of crime and the ability to prevent crime and resist committing crimes

The strategy was agreed following:

- Wide consultation with over 160 organisations, all partnership boards, statutory agencies and with service users via focus groups.
- Consultation with the voluntary sector and all Supporting people providers.

The strategy places a strong emphasis on tackling the borough's problems in the following areas:

- Tackling the high levels of mental ill health and reducing mental health hospital and residential care admissions
- Tackling the large numbers of homeless households in temporary accommodation
- Reducing the numbers of new homeless
- Supporting new immigrant populations
- Tackling crime including supporting survivors and victims and supporting the rehabilitation of offenders and people recovering from substance misuse

The strategy's preferred support model is generic floating support, which supports vulnerable households living in their own home and covers Council and Housing Association tenants, private tenants, owner occupiers and households with no fixed abode.

Example of Good Practice: Scrutiny Review of Adaptations

The council's Social Services and Health Scrutiny Panel's Review of Adaptations was completed in spring 2005. Its mandate was "To review the current arrangements by the Council and its partners to provide adaptations for all disabled people and their carers within the Borough and, in particular, consider issues relating to meeting of local needs, value for money and funding levels and to make recommendations on possible improvements to the service to Overview and Scrutiny Committee"

Amongst its key recommendations was to:

Establish a Disabled Housing Register – Haringey has a policy to leave adaptations in place following a property becoming empty. Its success would require the involvement of as many landlords as possible in order to ensure that there are sufficient numbers of properties to make it viable.

Despite the potential conflict with a choice based lettings scheme, overall the use of adapted properties should be maximised. Where properties become available, efforts should be made to match the property to a disabled person seeking an adapted property.

In order to meet the demand for adapted properties, it was recommended the Housing service explore ways – legal and operational - of seeking possession of properties where the person for whom the adaptations were intended is no longer living there eg through death, even where the tenancy has succeeded.

Recognising the processing of Disability Facilities Grant (DFG) was slow and time consuming, and with limited funds, it was recommended the Council enter into negotiations with relevant housing associations on the possibility of reaching a broad agreement with them on providing match funding for any applications for DFG funding from their tenants. This followed concern RSL tenants were missing out on DFGs when the council felt housing associations should contribute towards the costs.

Our Approach

This Framework reflecting our cross cutting priorities seeks to value older people and to engage them in decisions both about their home and their neighbourhood.

Our strategic approach is to:

- Increase choice in housing and provide support
- Develop independence by working with health and social care agencies
- Ensure homes are accessible through adaptation
- Ensure homes are properly maintained across all tenures
- Ensure the needs of older people are considered in neighbourhood renewal
- Develop forums to involve and listen to older people.

- Improve access to information
- Work with the police and community safety partners to improve older peoples safety and reduce the fear of crime.
- Work with Environment services to improve lighting and the quality of roads and pavements in the vicinity of older peoples housing
- Develop a range of supported housing choices
- Address fuel poverty and increase benefit take up

We will:

- *Supporting people funding for 60 plus age group*

Supporting People funds will be used to help support older people reside in their homes.

- *Achieve Decent Homes targets*

The achievement of higher standards in both Council and private housing will benefit older people. This is especially true of Council housing where many tenants are older people.

- *Replace House Proud*

The Housing Service is developing new ways to help older owners maintain their homes.

- *Tackle Fuel poverty.*

Ensuring that older people can heat their homes or benefit from insulation improvement schemes is important. We have a dedicated resource working to achieve this.

- *Use Older People's needs analysis to plan future services*

We will use evidence to develop services to benefit older people across tenures.

- *Sheltered housing*

The future of sheltered housing is one that we are reviewing. It has an important but changing role in meeting the needs of older people.

- Links to other organisations.

The Housing Service will work with a wide range of support, care and specialist agencies to improve the quality of housing and life for older people.

- *Develop a full range of housing options for older home owners*

Older home owners face major problems maintaining their homes. We are developing services to help them maintain their homes and remain independent as long as possible.

- *Develop under occupation schemes to make move attractive/help people to move.*

A new scheme to encourage people to move to more appropriate housing is being developed building upon existing incentives.

- *Ensure Adaptations and Facilities grants are available and effective*

The Housing Service proposes to maximise funding for these grants and to ensure they are available across all tenures.

- *Explore Life long homes to improve accessibility in older age.*

Maximising older peoples independence is important. Well designed homes that can be adapted over time are a part of promoting such independence.

Young Peoples Context

Haringey has a high population of people aged under 25. At 34% this raises a range of policy challenges.

This challenge has become more important since the law changed in 2002 and the Council must address the needs of young people aged 16-17 who are homeless.

Many young Haringey residents face severe housing problems:

- Between 2003-2004 122 16-17 year olds were accepted as priority homeless. 78 (64%) of these young people were female and about 90% were from ethnic minorities.
- The principal ethnic minorities were Black African and Black Caribbean with just under 25% of the total coming from each of these groups.
- Forty two teenage parents were accepted as priority homeless between August 2003 and August 2004 In addition, during the same period, 17 applications were made and refused.
- In the three years to March 2006, 689 single persons under the age of 25 were accepted as homeless, of which 66% were female. Like the younger age group, the principal ethnic categories were Black African and Black Caribbean making up 40% of those accepted as homeless.

Key Issues Facing Young People

Young people in Haringey face a range of problems:

- Poor housing, often living in overcrowded homes
- Homelessness
- Substance misuse, drug and alcohol related problems
- Poor health arising from quality of housing
- Educational opportunity effected by poor housing
- Long term unemployment has an impact on housing choice

Any combination of these factors can mean that opportunities to secure and retain decent housing are reduced. The following key issues also impact upon young people:

- With the average price of a one bed home at £156,000, a typical income required to buy would be in excess of £40,000. This presents great difficulty for many young people, whose income levels are far less than this, even obtaining shared ownership.
- Evidence suggests that despite high prices in the rental sector, young people have little choice but to rent privately. They are unlikely to gain access to Social housing.
- Housing Benefit is available for young people who are either in receipt of benefits or on a low income to assist with the payment of rent. However if the young person is single, under the age of 25 years and renting in the private sector, they are only entitled to housing benefit that pays for a single room in a shared house.
- Many young people earn too much to qualify for housing benefit but are struggling to pay rent in the private sector.

Our Approach

This Framework reflecting our cross cutting priorities seeks to value young people and to engage them in decisions both about their home and their neighbourhood.

Our strategic approach is to:

- Help young people avoid homelessness
- Help young people stay at home, where appropriate
- Engage with young people at housing forums
- Offer supported housing options where appropriate and required
- Ensure that 16 and 17 year olds receive support and opportunities for permanent homes at age 18.
- Ensure that young people leaving care are supported.

We will

- **Develop our Family mediation services.**

We will place a higher emphasis upon mediation, by developing the role of the Connections staff working in the Vulnerable Adults Team. This will allow work in schools and with families to prevent homelessness.

- *Develop advice specific to young people*

Specific housing information and advice for young people is available so that their needs can be addressed.

- *Increase specialist housing*

The Council has a programme of partnership arrangements working with specialist housing providers to develop homes aimed at vulnerable and BME groups.

Disability

Disability Context

Haringey faces a major challenge if it is to meet the housing needs of disabled people

The 2006 draft Housing Needs Survey identified that over 18,000 households in Haringey with one or more members in an identified support needs group (as covered by the Supporting People).

This represents 19.5% of all households – this is slightly higher than that found elsewhere in London.

It is sub divided as follows:

- The highest category of support is “physically disabled” – representing over 60% (11,000 households) of all support needs (and 12% of all Haringey households).
- Frail elderly account for 25% of support needs (over 4000 households)
- Another 20% contain someone with mental health problems.
- 75% of those in need of support have just a single support need.

The housing features of the disabled population include:

- 50% of support needs households are one person households.

- 25% live in two person households.
- Over 90% of households with a members requiring support live in general residential accommodation – the rest living in sheltered accommodation.
- 50% of all support needs households will reside in social rented dwellings, whilst almost 25% will be living in their own homes – reflecting the age factor in support needs.
- Over 33% of households in social rented sector have a support need, and this applies to over 25% of those who own their homes.
- The most sought after improvements to households are for aids and adaptations including, level access shower units, extra handrails, and emergency alarms.
- 25% of all households with support needs said they had a problem with maintaining their home.

A further measure of the Disability challenge facing Haringey is the take up of benefits:

- Attendance Allowance (AA) is a benefit for people over the age of 65 who are so severely (physically or mentally) disabled, that they need a great deal of help with personal care or supervision. At August 2004, over 2800 people were in receipt of Attendance allowance – representing 14% of residents over 65.
- Disability Living Allowance (DLA) is a benefit for people who become disabled before the age of 65. In November 2005 there were over 9200 claimants, nearly 85% of whom have been claiming for over 2 years, and 60% for over 5 years.
- Mental health is a very major issue in Haringey. Mental Health Admissions are much higher than in London and surrounding boroughs.
- However admissions account for a fraction of those that actually suffer with mental illness and it is estimated that around 25% of adults have a mental health problem such as anxiety or depression at any one time.

Key Issues for Disabled People

Nearly 20% of Haringey households are effected by disability. Addressing their needs of people with a disability is a major challenge. Disability is varied and often has to be addressed alongside other challenges such as ill health, unemployment, poverty and low income.

Disabled people face huge obstacles in locating and obtaining suitable housing. The problems include:

- Shortage of accessible accommodation - the lack of suitable properties applies across all levels of accessibility up to full wheelchair standard.
- Delays and long waiting times for adaptations, shortage of funds for home improvements and lack of awareness among architects and developers;
- Problems with re-housing, delays in assessment, lack of flexibility and choice.
- There is also too little information about possible options including shared ownership, other low cost home ownership
- Lack of scope to move from one local authority area to another, especially if reliant on social housing.
- Vulnerable people with mental health challenges often face homelessness. The Council has a close working relationship with St Anne's Hospital and other local hospitals. This allows referral from the Hospitals to the Council to ensure housing options are available on hospital discharge and that support packages can be put in place.

Our Approach

This Framework reflecting our cross cutting priorities seeks to value disabled people and engage them in decisions both about their home and their neighbourhood.

Example of Good Practice

St. Lucy's Lodge

We work with St Lucy Lodge, a specialist supported housing provider to provide a personalised group homes and shared accommodation for people with mental health support needs following discharge from St Anne's Hospital. This is funded through Supporting People funds and ensures that the individuals have person support.

Our strategic approach is to:

- Promote independence
- Offer choice through Choice Based lettings with support to participate
- Help Disabled people stay in their own homes
- Ensure care and support, where required, is available
- Help people maintain their homes
- Provide opportunities for disabled people to be heard and listened too.
- Ensure that estates and neighbourhoods are accessible
- Ensure that work and education options are available
- To liaise with health agencies to avoid Mental health relapse
- To offer a progression of housing options from care to maximum independence.
- Ensure that high heating costs and fuel poverty are addressed.

We have:

- Established a Vulnerable Adults Tea,
- Worked closely with the health service e.g. St Anne's and the Whittington Hospitals.
- Worked closely with specialist Mental Health providers
- Worked with specialist Learning Disability providers
- Organisations that support and advise older people
- Developed a range of Supporting People services
- Commissioned research to judge specific needs
- Worked with Social Services
- Worked with the Private Sector Housing Team.

We will

- *Complete the review of Adaptations*

A review of adaptations, with Homes for Haringey is in process. The provision of a high quality adaptations service is portent to promoting independence. We will integrate Disability Facilities Grant with Housing Revenue Account funded adaptations.

- *Review how effective support services are*

How disabled people are supported to remain independent and to retain their homes requires a wide range of support to be available.

- *Develop the Delayed discharge links with St Ann's Hospital*

Managing the discharge of people with Mental; Health challenges raises issues of long term stable housing and support. This is a good support service provided through Housing Services.

- *Develop the Vulnerable Adults Team (VAT)*

Our acclaimed VAT team supports vulnerable people both in applying for housing and with support over the longer term. We will develop this service to meet needs of disabled and other vulnerable people.

- *Support to relevant partnership working e.g. with health services*

Housing Services works closely with the Health Service and will continue to develop a range of partnership arrangements.

Example of Good Practice

Haringey Association for Independent Living

Haringey Association for Independent Living work with over 100 service users with a learning disability. They provide support to people living in social housing or private rented housing.

Gender

There are a wide range of gender related challenges facing the Council. This section of the strategy has a focus upon 4 areas within the gender equality group:

- Lone parents
- Women coming out of Prison
- Older Women
- BME Women

Context

The housing needs of women are addressed in this Framework. However this equality group is not homogenous in terms of need and provision.

Nearly 50% of households in Haringey were headed by a females according to the 2001 Census.

Lone parent households made up 14% of all households in the last Census. Of those with dependent children, 94% were headed by a female parent.

Women in the Borough:

- Head 40% of households in the private sector.
- Head over 50% of all households in the social rented sector.
- Over a three year period from March 2003 to March 2006, of all single households accepted as homeless two thirds of applicants were women – 440 out of 689.
- Of all single applicants on the housing register at March 2006, just over half were female.
- The 2006 Housing Needs Survey highlighted that the highest level of unsuitable housing is to be found amongst lone parent households – with an average of 44% against the general average of unsuitability at 21%.¹

¹ Haringey Housing Needs Survey 2006

- The highest rate of overcrowding is to be found amongst one parent households at approx 30%.

Key Issues

Lone Parents

- Family breakdown is a major factor contributing to homelessness. The lower income levels of women compared to men may mean that women are not always able to sustain their tenancy or keep up with payments on their mortgage. This may particularly be the case for women following the breakdown of a relationship or the death of their spouse.
- 30% of lone parent families have experienced homelessness in the past ten years compared to only 3% of couples with dependent children.
- Most young lone parents live with either parents or in social rented accommodation. The high level of social renting remains high the older lone parent women get, and the level of owner occupation grows steadily particularly amongst those with partners.
- Affordability is a major issue for lone mothers who are often living on low incomes and are more likely than other parents to be dependent on benefit. This can restrict the kind of housing they can afford.
- Lone parents are often housed in poor quality homes without access to gardens.
- There are however disincentives to applying for a transfer to larger accommodation. In particular the rent levels for larger socially rented properties can often exclude lone parents further by increasing their dependence on HB

Women coming out of Prison

- The rising number of women in prison has meant that the problems faced on release are becoming more widespread. Homelessness on release from prison is now the reality for a significant proportion of offenders. 20% do not have accommodation on release and less than 50% of women prisoners return to the address they had prior to imprisonment.
- As the majority of women serve short sentences, they are less likely to receive support from the probation service which makes finding housing and sorting out benefits prior to release a much more difficult process. Housing Benefit is another issue that adversely affects women in prison.

Older women

- In many respects some of the key issues affecting older women and housing are similar to those considered in the age section; particularly around design and safety issues. Housing need may be compounded due to financial circumstances with the ability to purchase or maintain accommodation..
- Older women have often been dependent upon their partner providing the majority of household income. If that person has passed away it can create problems of low income or debt.
- There are differences amongst the various communities with BME elderly women preferring to live with family and close to places of worship.
- Older women's housing requirements will vary over time with some continuing to live in their current home with little assistance while others may need a responsive flexible support package to maintain this option. For others, moving to another home or to live with family or friends may offer a solution. Those needing more support or care may be best suited to living in a scheme specifically designed for older people.

BME Women

For BME women accessing housing is often identified as an issue due to a variety of factors including:

- not having English as their first language – this can lead to many being unaware of their housing rights and what could be done to fulfil their needs.
- the requirement for larger properties for large or extended families
- lack of affordability – on average, ethnic minority women have lower incomes than their white female counterparts and as such are less likely to be able to afford to rent in the private rented sector or enter owner occupation.
- A lack of affordable housing for key workers is a particular issue for minority ethnic women, given their overrepresentation among those working in many public services.
- Harassment is a major issue for BME women. British Crime Survey data in the past has reported that about four in ten Asian women and one third of black women nationally are very worried about racist attacks. Recent events, particularly affecting the Muslim communities means this is an area we may need to consider in developing and maintaining community cohesion in the Borough.

There are differences amongst the various communities with BME elderly women preferring to live with family and close to places of worship.

Our Approach

This Framework reflecting our cross cutting priorities seeks to value women and engage them in decisions both about their home and their neighbourhood.

Our strategic approach is to:

- Develop strong family support
- Challenge harassment and Domestic Violence
- Engage with the Women's forum on housing issues so that their views are heard
- Address the need for childcare
- Develop specialist housing
- Ensure women leaving prison obtain stable housing and support
- Address language challenges faced by BME women
- Seek to increase the number of large sized homes available.
- Widen housing choice.

We will

- *Link housing work with community cohesion initiatives like Sure Start.*

Promoting community cohesion including support for parents is important for the securing of stable housing in sustainable safe communities.

- **provide support to women leaving prison.**

Ensuring stable accommodation for women leaving prison is important in preventing homelessness and important for the well-being of children.

- **ensure access to translations and translators for BME Customers.**

Ensuring that women from a range of communities can access services means we will provide translations and translation services.

Lesbian, Gay, Bisexual and Transgender (LGBT)

Context

Information about housing issues concerning LGBT people within Haringey is difficult to obtain as little is collected through housing information monitoring or through surveys. Our recent Housing Needs Survey did not include sexuality as an area for analysis.

National research would suggest that between 5 and 10% of the Haringey would consider themselves be of LGBT. This community is as diverse as any other and discrimination faced by many can be compounded if they tend to be from an ethnic minority background. There will also be generational differences in the housing issues faced by younger and older LGBT people.

Recent legislation will help to reduce direct discrimination on the grounds of sexuality. The Civil Partnerships Act will have a positive impact and the Housing Service in Haringey has already recognised tenancy succession rights for Gay, Lesbian and Bi-sexual partners. It also tackles harassment and hate crimes through the work of the Anti-Social Behaviour Team.

Key issues

LGBT people tend to be low on the scale for housing priorities, unless they have dependents – a situation particularly acute for younger people. A key aspiration amongst those who contact LGBT advisory groups are for affordable secure housing that would be in a good location – one that is not riven by harassment, and has good access to services and public transport.

For this strategy we did consult with 'Wisethoughts' (a local arts based group) and Stonewall HA. The key housing issues are:

Community Safety

- Nuisance neighbours - there should be an assessment of the wider environment people are placed in – whether in permanent housing, or temporary - and of needs for when a couple in a relationship want to be housed together. This can be an issue for elderly LGBT couples who need to move into care homes.
- Harassment - can lead to further problems including homelessness, isolation and ostracism within communities as victims have to reveal their sexuality in order to report attacks.
- Domestic violence / relationship breakdown. This can affect young people who suffer violence as a consequence of their sexuality from family members, and same sex partners already in relationships.
- Double discrimination – the problems can be compounded if people are also disabled and/or from a BME group.

Access to safe and affordable housing and information / advice

- safe places to stay - There are few emergency options available to men who suffer domestic violence or homelessness. Aside from one safe house in Haringey there is no other dedicated accommodation for LGBT communities.
- It would be very helpful to have easily accessible information and advice available within venues that already provide dedicated access to information for LGBT people
- LGBT friendly accommodation. People require accommodation that is self contained rather than shared, and where the landlord is not likely to discriminate.

Awareness of LGBT issues

- The life experiences of older men and women will differ. Older LGBT people often face greater social isolation due to direct and particular indirect discrimination, exacerbated by their invisibility that follows a long culture of concealing their sexuality.
- Consider needs of accommodating same sex partners into specialised housing e.g. care homes, sheltered housing provision
- Sheltered or supported housing services tend to ignore needs of older generation
- A higher level of young LGBT people experience homelessness as a consequence of eviction from home due to their sexuality.

Responsive services

- Front line housing staff may not be aware of issues faced by LGBT people and need to be trained to be sensitive
- There is no mediation services for younger LGBT people and their parents
- Provision for confidentiality and privacy in dealing with housing applications, and with housing management issues
- Greater consultation with the LGBT community and organisations working with or representing them.
- Needs to be effective monitoring of sexuality as well as other equality measures
- Ensure legislative changes are fully implemented esp. impact of Civil Partnership Act 2004

Our Approach

This Framework reflecting our cross cutting priorities seeks to value Lesbian, Gay, Bisexual and Transgender people and engage them in decisions both about their home and their neighbourhood.

Our strategic approach is to:

- Ensure there is effective support for people facing harassment in their housing as a result of their sexuality and gender identity, and action taken against perpetrators

- Working with other agencies in dealing effectively with domestic violence and relationship breakdown issues
- Develop information and advice on housing opportunities for LGBT people
- Increase knowledge and recognition of LGBT housing needs
- Working with prevention & options to reduce homelessness amongst young LGBT people
- Review provision for same sex partners in specialist housing
- Ensure sexuality and gender identity is incorporated into equalities training for Haringey staff
- Increase awareness of sexuality and gender identity housing needs amongst all housing providers
- Improve customer service experience for LGBT housing applicants

We will

- *Develop housing support through specialist agencies*

We are committed to ensuring the LGBT households are able to access appropriate advice to meet their needs.

- *Ensure that specialist LGBT housing providers are able to develop new homes*

We will work with housing providers to make specialist accommodation available if required, to help provide security and promote independence and specialist care needs

- *Monitor all aspects of LGBT housing including lettings and harassment.*

The Housing Services commitment to valuing diversity and equality as set out in this Framework means that we will help ensure people are free from harassment and have fair access to housing regarding of their sexuality.

Religion and Belief

Context

Faith is an emerging public policy area. It has grown due to the importance of engaging with faith communities in programmes to renew neighbourhoods, regenerate communities and enhance social cohesion.

The table below from Census 2001 shows the levels of faith by the ethnicity of the household.

Ethnicity	Christian	Buddhist	Hindu	Jewish	Muslim	Sikh	Any other religion	No religion	Religion not stated
All residents	50.7%	1.1%	2.1%	2.7%	11.3%	0.3%	0.5%	20%	12.1%
White	65.4%	26.0%	2.0%	94.7%	50.3%	4.0%	63.7%	82.6%	62.6%
Mixed	3.9%	2.6%	2.2%	1.9%	6.2%	1.1%	6.1%	5.2%	5.6%
Asian / British asian	1.3%	8.1%	91.9%	0.9%	23.8%	91.0%	14.3%	1.3%	6.2%
Black / Black British	27.7%	2.9%	1.7%	0.8%	16.4%	0.4%	13.9%	6.8%	22.9%
Other	1.6%	60.4%	2.1%	1.7%	3.3%	3.5%	2.0%	4.1%	2.7%

- The 2001 Census included a voluntary question about the religious identify of individuals.
- In Haringey over 30% stated either no religion or ignored the question.
- Of those who answered just over 50% of individuals classified themselves as Christian – a figure reflected in a similar proportion of households.
- The next largest religions denomination were Muslims with over 24% of all residents (11.3% of households)
- In many cases there are close links between ethnicity and faith esp. amongst south Asian households.
- In Haringey half of all Muslim households are in fact white residents – reflecting the residency of people from Turkish backgrounds.
- Jewish households are the most likely to own their own homes (77%), followed by Hindus (62%) and Sikhs (57%).
- Muslims households are the least likely to own their own homes (28%), and the most likely to be renting socially (45%), with Jewish households the least likely, with less than one in ten households
- There is a higher level of overcrowding amongst Muslim households than other groups.

Issues

Ethnic categories alone do not provide a comprehensive picture of faith communities and tend to be too broad to pick up particular communities where faith is an important factor in personal and community identity.

There is an overlap between ethnicity and faith and this in the past has tended to refer in particular to south Asian communities. This does not apply so easily in Haringey where the largest numbers of Muslims tend to be of Turkish or Somali background (shown up as white and black within the census categories.)

The overlap means there are issues covering overcrowding, access to housing and housing services and these were partly covered in the ethnicity chapter. Other issues around faith and housing have been around:

Knowledge of particular communities

- Perception of a lack of knowledge of community needs e.g. Orthodox Jewish and Somalis
- Housing services staff do not reflect the population at large in the Borough

Design and layout of housing

- need to accommodate both large households and extended families – common amongst south Asian Muslim families – not enough large homes
- location is often more important than design with the need to live in proximity to extended families and wider social networks
- generous space for the storage and preparation of food, space for the installation of shrines and religious observances; the provision of toilets and washing facilities for ritual washing
- room design that enables large religious gatherings to take place – whether connecting doors or rooms
- ease of access to religious and cultural facilities,
- the safety and security of residing in areas of community concentration rather than isolation.

Accessing housing information and affordable housing options

- Lack of knowledge on how to access social housing schemes is due in part to lack of knowledge about community needs
- Maintaining larger homes in the private sector is expensive
- Need information on how to acquire or apply for social housing including housing associations and low cost housing schemes – these are similar to concerns amongst ethnic minority groups

The changing generational aspirations

- some communities like to remain close proximity to local facilities and services e.g. orthodox Jewish
- younger members of communities may not always want to remain in same area
- younger generations may want to live in different forms of housing

Our Approach

This Framework reflecting our cross cutting priorities seeks to value people regardless of their religion or beliefs and to engage them in decisions both about their home and their neighbourhood.

Our strategic approach is to:

- Increase knowledge of particular religious communities and their housing needs within Haringey, and of different generations
- Develop culturally sensitive housing services
- Ensure faith awareness is incorporated into equalities training for Haringey staff
- Work with RSL partners including BME specialist providers on building larger homes in response to demand from local communities
- Work with RSL partners including BME specialist providers to develop guidelines for building culturally appropriate forms of housing
- Review adaptations policies to consider how they meet cultural needs
- Work with organisations to increase awareness of affordable housing opportunities and how to access housing generally

Example of Good Practice

Orthodox Jewish

There are around 3000 people living residing in approx 450 family units in the South Tottenham area. These are made up of largely young families. There has been an increase in the population in recent years causing a shortage of appropriate sized housing in the area. The community is a close knit community residing in an area with access to local facilities and services including Kosher shops. This makes it difficult for members of the community to move away from these areas. Those with long term secure housing often reside in the private rented sector which are expensive (due to the size of dwellings) and poorly maintained. Many of the families live in poor economic conditions.

We will

- *Ensure that a range of housing is available through specialist BME housing providers*

We propose to build upon our first rate record of developing specialist housing for people with religious or belief based commitments.

- *Ensure access to specialist support if facing harassment or discrimination.*

As with other equality groups we will provide support to tackle discrimination in any form.

- *Develop monitoring by religion.*

We will be introducing the monitoring of rehousing by religion as part of the development of effective and comprehensive monitoring of housing lettings under the new Home Connections Choice Based Lettings Service.

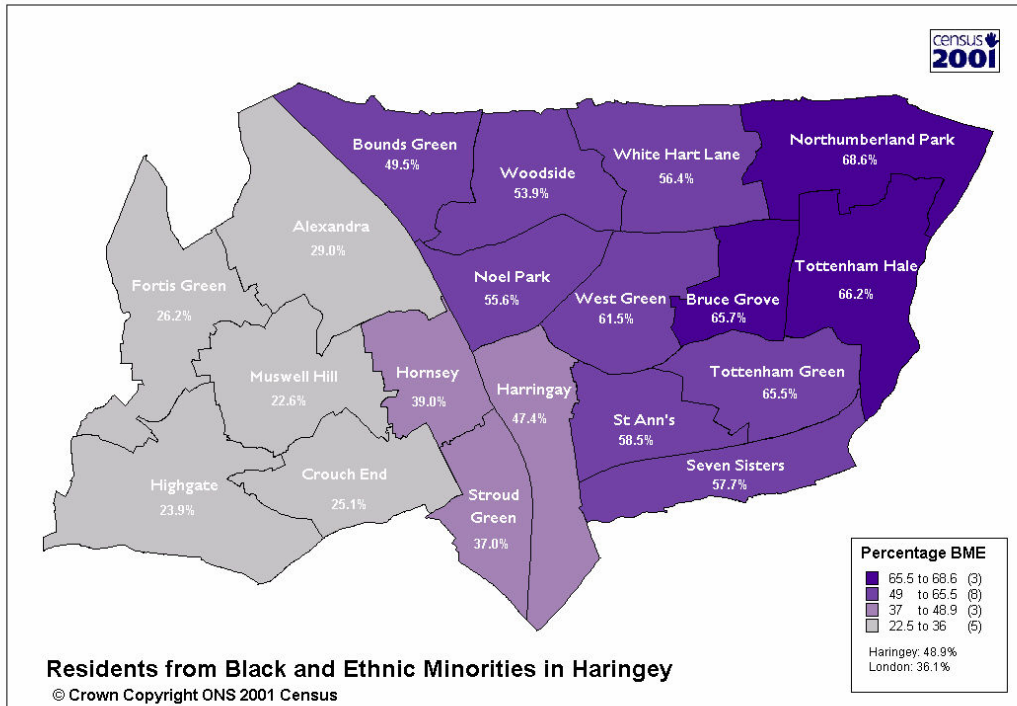
Example of Good Practice: Hornsey Housing Trust

Hornsey Housing Trust in north London has developed a 27 bed multi-cultural residential scheme for older people which caters for each ethnic groups' dietary needs and celebrates their different faiths. The scheme has a prayer room with corners set aside for different faiths.

Ethnic Minority Housing Needs

Context

Haringey has evolved into one of the country's most ethnically and culturally diverse districts, especially in Tottenham and Wood Green, as the map below highlights.



- When we include 'other white' born in Eastern Europe and the Middle East, White Irish and 'other white' born in the UK and Ireland in our definition of black and ethnic minorities then 49% of Haringey's population is from black and ethnic minority communities.
- A third of people classified in the 'other white' category were born in Eastern Europe (including Turkey). This is the largest proportion of "other white" born outside of the UK. Western Europe (20%) and the Middle East (14%) were the other larger groups. The ONS definition of the Middle East includes Cyprus.
- In 2003 over 160 languages were reported to be spoken in homes in Haringey.

It is estimated that over 80 per cent of pupils in Haringey schools are from BME communities and about half of all pupils in Haringey schools speak English as a second language.

Diversity inevitably gives rise to different needs, and the diverse nature of the borough means that needs and aspirations differ from and within communities. This challenges the Council to look for ways to improve how it reaches local people and how it provides services that are appropriate and meet the needs of the different

communities. This rich diversity also challenges the Council to foster good relations between people and build a borough where every individual and community feels part of and has equal access to opportunities to improve their lives and contribute to the life of the community they in.

Evidence for our recent draft Housing Needs Survey (2006) revealed:

- Black British / African households have the highest average size of households of households at 2.95 persons per household against an average of 2.33 for the Borough.
- Other significant average size households include Asian / Asian British at 2.81, and white other at 2.55.
- White British and Asian / Asian British households are more likely to be owner occupiers at 62% and 51% respectively.
- By contrast over half of black households are residing in social housing dwellings.
- The highest proportion of private rented housing is found amongst white-other households (at 40%)
- All BME categories show levels of income and savings lower than white British households.
- The highest average income levels are amongst White Irish households at over £34k,
- the lowest average incomes are found amongst black – African households.
- Over 40% of Black African, and a third of black other households live in unsuitable housing.
- A third of Asian households, and mixed households live in unsuitable housing.

Gypsies and Travellers

Gypsies and travellers were not specifically researched as part of the Housing Needs survey as it was based on permanently based residents. The GLA has tendered a contract to complete a London wide survey, carried out at a sub regional level, into the housing needs of this community. This is due for report in 2007. Haringey has a proactive approach to working with Gypsies & Travellers through our Travellers Support team based in social services.

Key Issues

A survey form was sent to all recognised community organisations across Haringey. We also attended tenant forums set up by Homes for Haringey with Somali speaking and Turkish speaking tenants. The key housing issues are:

Housing conditions

- Many families spend a lot of time in temporary accommodation
- Temporary accommodation tends to be of poor standard and at high rent levels
- Families often do not have access to garden spaces

- Concern expressed at concentration in tower blocks and certain areas where the quality of housing tends to be worse
- Concern about community safety through bogus officials and noisy neighbours

Housing requirements

- There is a need for larger homes. Many families live in overcrowded conditions.
- There are generational differences in housing aspirations – younger would like to own rather than rent in social housing
- Lack of specific sheltered housing schemes for ethnic elders
- Could develop more or enable access to smaller housing units for younger members of communities
- More supported housing

Access to housing and related services

- There is a lack of information / awareness about all housing options for some communities
- Not enough information about options to move out of London
- There is a lack of access to housing opportunities for single people
- People within communities don't always know how to access housing information
- Not enough information about support available for existing elderly home owners
- Time spent waiting for accommodation. Do some communities wait longer than others?

Customer services experience

- There are language difficulties in using housing services
- Written communications should be available in different languages
- Employ people with linguistic skills
- Homelessness service experience is not positive

Knowledge of communities and housing needs

- Lack of information about communities and their housing needs
- Housing services staff do not reflect the population at large in the Borough
- Insufficient monitoring of housing needs of communities

Our Approach

This Framework reflecting our cross cutting priorities seeks to value BME people and engage them in decisions both about their home and their neighbourhood.

Example of Good Practice: Agudas Israel Housing Association

Haringey in partnership with Agudas Israel Housing Association and Family Mosaic has opened a new housing development of 56 homes. 17 are for rent and 39 are for home ownership. The new homes are for residents from the Orthodox Jewish Community

Our strategic approach is to:

- Work with Housing Association partners to build housing that meets demand for larger homes and those from specific communities
- Develop supported and sheltered housing schemes for elderly members of communities
- Improve the communication of housing information
- Work with agencies and organisations in enabling greater access to housing information
- Increase awareness to all communities about services
- Undertake more research into the main communities and their housing and across generations
- Improve customer service experience for all service users
- Ensure BME Customers have access to a range of languages and translation services.

We will

- *Involve BME residents in performance review and monitoring*

In order to ensure that this Diversity and Equality Framework is effective we propose to ensure people effected by it are involved in monitoring it. We will do this through existing forums but in addition we will establish a Sounding Board to oversee the role out of the Action Plan.

- *Develop culturally sensitive services*

Housing Services must respond to and reflect the needs of different cultures and communities.

- *Support specialist providers to secure funds from the Housing Corporation e.g. Ujima, Presentation, Agudus Israel.*

We already have a good record in working with specialist providers to develop homes for defined BME groups. We will continue to make this a key area of our work to increase housing supply.

- *Work with Housing Associations to build larger units*

There is a need for larger homes in the Borough especially four and five bed properties. We are working with housing associations to deliver more larger homes.

- *Improve the quality of information*

We will be improving the level of information for Customers across all tenures including specialist information for people with learning disabilities. We remain committed to information in a range of languages and forms as required.

- *Provide Equality training programme*

Staff training is a priority to promote knowledge and good practice with regard to all equality groups.

- *Develop work to tackle Anti Social Behaviour work.*

We strongly support the right of all communities and people to live from anti-social behaviour or harassment. We will act to deal with peoples concerns. We will use the full range of measures available to the Council to tackle anti-social behaviour. This will be done in a sensitive and measured way to ensure that no discriminatory or inappropriate action is taken. Our approach will be based on evidence.

- *Develop our response to vulnerable BME residents with the Vulnerable Adults team.*

The VAT has an excellent record. We will broaden its role to ensure that vulnerable BME people obtain the support specific to their needs.

- *Review the impact of temporary accommodation for households*

We aim to dramatically reduce the numbers of households in temporary accommodation. A range of measures are being adopted to achieve this.

- *Review the quality of accommodation used for temporary accommodation*

We are investigating the range of temporary accommodation currently provided to ensure we are not providing inappropriate accommodation.

- *Investigating the needs of Gypsies and Travellers*

We will investigate the housing needs of Gypsies and Travellers and consider developing a housing strategy to meet their needs once we have considered the results of the Greater London Authority research.

- *Review the allocation of social housing by ethnicity by geography, size, and type of dwelling*

We will consider the pattern of lettings as part of our comprehensive approach to monitoring in order to ensure that we are not undermining our objective of inclusive sustainable communities.

Chapter 4: Performance Monitoring, Reporting and Review

This Framework sets the direction of travel for Haringey to achieve equality in housing.

We will through our excellent partnership working secure ownership of the strategy by our partners across the tenures and with local residents. Both are central to making the Strategy work and to ensuring it remains effective and current at all times. The Action plan will be monitored and updated on a quarterly basis to reflect progress and ensure we can achieve the SMART targets. This Framework will be reviewed on an annual basis although we will use the quarterly meetings to ensure it remains current.

The effectiveness of the Framework will be monitored and reviewed at three levels:

- The achievement of the cross cutting objectives set out in Chapter 2
- The achievement of the specific actions set out in the Action Plan in **Annexe D**
- The establishment and improvement in performance monitoring of equalities indicators.

At **Annexe E** is a table of all organisations that the Council works with.

Performance Monitoring

There are a range of indicators for which the Government measures the performance of local authorities in promoting equal opportunities and combating discrimination and harassment. These are audited each year. The Council is required to report on its performance in relation to a number of Best Value Performance Indicators, and on its progress with regard to Audit Commission Key Lines of Enquiry (KLOE) indicator on Diversity. The key Housing BV Indicators are:

BV74 -Tenant satisfaction	a. overall service with landlords b. black & minority ethnic satisfaction c. non black & minority ethnic satisfaction
BV75 Satisfaction with participation	a. All tenants b. BME tenants c. Non BME groups
BV164 Is the CRE Code of Practice applied in the provision of rented housing	whether the council follows the CRE Code of guidance in rented housing, and also follow the ODPM Code of Practice for Social Landlords in tackling harassment. This will have been amended as a result of the new CRE code of practice.
Other BV indicators	Monitored by other council departments
BV 2b	Duty to promote Race Equality
BV174 / 175	extent to which council monitors the reporting and action of racial incidents in their area where it has some measure of involvement in remedying the situation
BVPI 225	this assesses the overall provision and effectiveness of local authority services designed to help victims of domestic violence and prevent further domestic violence.

Key Lines of Enquiry - KLOE 31 - Diversity

KLOEs represent sets of questions and statements around either service or judgement specific issues which provide consistent criteria for assessing and measuring the effectiveness and efficiency of housing services. They are designed to provide inspectors, the council and others with a framework through which to view and assess services. Descriptors of excellent and fair services will help organisations to understand how the quality of services is judged against the

KLOEs. In inspections, service-specific KLOEs are used as a basis for assessing 'How good is the service?' and the diversity KLOE is key to this. The purpose of focusing on diversity is to ensure that services address the different needs that customers have. Customers' needs differ for a variety of reasons. The diversity KLOE covers the following areas:

- corporate culture and governance;
- access and customer care;
- service user involvement;
- partnerships;
- harassment; and
- legislation.

Developing Local Indicators

Both Haringey Council and **Homes for Haringey** are developing local equality performance indicators by which it will be able to measure the success of this Framework specifically, and of service planning generally. Haringey Council will be concentrating upon developing indicators with regard to accessing housing services, whilst Homes for Haringey will be concentrating upon services to council tenants.

We will also be undertaking an audit of policies and practices against the

- 1) CRE Code of Practice on Racial Equality in Housing
- 2) Tackling Homelessness amongst Ethnic minority households

The performance data on the impact of the strategy will be reported to:

- Departmental Management Team quarterly.
- Executive Committee annually.
- Equalities Forums quarterly.

Delivering Equality Standards.

Haringey Council has a duty to ensure all equality standards are met. It requires **Homes for Haringey**, as its Managing Agent to implement all equality standards and to report on the standards.

Housing Services will monitor **Homes for Haringey** to ensure the highest level of performance.

Annex A

The Legislative Background

This annex sets out key Statutes, Secondary Legislation and Guidance that has provided a strong framework upon which an effective Diversity and Equality strategy sits.

Sex Discrimination Act 1975

This Act prohibited direct or indirect discrimination and, by implication, harassment on the grounds of sex.

Race Relations Act 1976 and Race Relations (Amendment) Act 2000

The first Act prohibited direct or indirect discrimination or harassment on the grounds of race, national origins or culture. It included an enforceable duty to promote equality and good relations between different races (especially Section 71 which has been important to procurement).

The Race Relations (Amendment) Act 2000 amended the 1976 Act and introduced a new positive duty to promote race equality. It requires public authorities to have due regard to the need, in everything they do, to tackle racial discrimination, promote equality of opportunity, and to promote good relations between people from different racial groups.

Under the Race Relations Act, it is unlawful for a person to discriminate on racial grounds against another. The Act defines racial grounds as including race, colour, nationality, ethnic or national origins. There are four main types of racial discrimination: direct, indirect, victimisation and harassment.

Disability Discrimination Act 1995

This prohibits unlawful discrimination on the grounds of disability in relation to employment, access to goods and services and in the buying, renting and management of premises or land.

Disability Discrimination Act 2005

The extension of the DDA to extend the number of groups covered and provision in private clubs with 25 or more members; sanctions for publishers of discriminatory adverts; a simpler process for people who think they have been discriminated against when using services; and new protection for local authority councillors.

Local Government Act 1999

Not specifically Equalities legislation but requires continuous improvement of Local Government performance including specific equality indicators.

The Human Rights Act 1998

This enables individuals to bring actions against a public body for breach of the rights covered in the Act, which originate from the European Convention on Human Rights.

Civil Partnerships Act 2004

The purpose of the Civil Partnership Act is to enable same-sex couples to obtain legal recognition of their relationship by forming a civil partnership. They may do so by registering as civil partners of each other provided: The legislation gives new rights and responsibilities within housing. It will impact in various orders including:

Occupation orders; non molestation orders, succession and assignment rights, property division and equitable interests; matrimonial home rights, and benefit entitlement.

New Statutory Code of Practice on Racial Equality in Housing October 2006

Legislation is supported by a Commission for Racial Equality **Code of Practice** on Racial Equality in Housing

The Commission for Racial Equality (CRE) first issued statutory housing codes of practice in 1991 (for rented housing) and 1992 (non-rented housing). In October 2006 it issued a new statutory code to replace both the 1991 and 1992 Codes. The aims were to:

- Set standards for achieving racial equality;
- Provide practical guidance that will help organisations and individuals involved in all areas of housing to avoid unlawful racial discrimination and harassment, promote equal opportunities for all, and encourage good race relations; and
- Make sure that anyone who is considering taking a legal case, or who has concerns about the way decisions on housing matters have been made, understands the legislation, their rights, and what constitutes good practice in the field of housing.

This code will be useful to anyone involved in housing, as well as to those who make decisions about providing housing, opportunities for housing and services related to housing, including developers, tenants and residents.

It applies to all providers of housing and related services in England, whether in the public, private, or community and voluntary sectors, including landlords, 'arms-length' housing organisations, large-scale voluntary transfer organisations, planning bodies, house builders, housing advice providers, private sellers and estate agents.

The code covers all forms of housing tenure, including caravan sites as well as 'bricks and mortar' housing. It also covers housing provided as part of an employment contract, for example tied housing, or housing provided for nurses, police officers or prison officers by their employers.

This new code also takes into account the many important social and economic changes that have taken place over the past decade and a half. For example, Britain's ethnic minority population is no longer the same, with the arrival of new migrants, including refugees. Integration and community cohesion have become increasingly important considerations for housing organisations and agencies. Also, while there have been improvements for some ethnic minority groups, significant differences still persist overall in the type and quality of housing available to people from ethnic minorities, who are more likely to live in inferior housing, and to have fewer opportunities to improve their circumstances than people from other groups.

It specifically mentions that:

- BME households are more likely to live in overcrowded conditions, be more dissatisfied with their homes and be more anxious to move, compared with households from white groups.
- BME communities are up to three times more likely to be represented in statistics on homelessness.
- Segregation, mainly in urban areas where one ethnic group predominates over others, continues to pose problems for social integration in parts of the country.
- Racial harassment is a continuing reality for BME communities in some areas; for example, they are four times more likely to see racial harassment as a serious problem in their areas than white households.

The Code specifically states that public authorities have a duty to make the promotion of racial equality central to the work, therefore requiring public authorities to take a lead in preventing unlawful racial discrimination, and in promoting equality of opportunity and good race relations. To achieve this, public authorities are required to prepare and publish a race equality scheme and monitor specified employment procedures and practices, by racial group, and make this data public in an annual report.

For more details about the Code see:

http://www.cre.gov.uk/gdpract/housing_code.html

Disability Equality Duty

Local Authorities will be required from December 2006 to

- Promote equality of opportunity between disabled people and other people e.g. advertising jobs with disabled people's organisations where disabled people are under-represented
- Eliminate discrimination that is unlawful under the Disability Discrimination Act e.g. ensuring access to information such as picture signs for people with learning disabilities
- Eliminate harassment of disabled people that is related to their disability

Gender Equality Duty

Arising from the Equality Act 2006 the Gender Equality Duty will introduce a general duty upon Local Authorities from March 2007 to

- Eliminate unlawful sex discrimination and harassment, and
- Promote equality of opportunity for women and men.

Annexe B - Key Drivers for the Housing Strategy

Plan / Strategy	Summary
Community Strategy	<p>This is the borough's overarching strategy adopted by the Haringey Strategic Partnership.</p> <p>The strategy sets out the priorities for the borough until March 2007. The Housing Strategy objectives are aligned to these priorities and the strategy sets out the housing activities which the Council and partners will undertake to meet these priorities</p>
Neighbourhood Renewal Strategy. 'Narrowing the Gap: A strategy to improve Haringey's most Disadvantaged Neighbourhoods 2002-2012'	Provides a framework for the renewal of the most deprived parts of the borough over the next ten years. The Housing Strategy considers the impact of the supply of new affordable housing options – both temporary and permanent, on the objectives of the strategy and the impact of housing led regeneration on the creation of sustainable communities in Haringey
London Borough of Haringey Supporting People Five Year Strategy 2005-2010	Provides an overview of the programme and sets out the strategic priorities for Supporting People for the next five years. It describes the contribution SP will make to the achievement of Community Strategy objectives, including SP's overall contribution to meeting Housing and Health agendas. The Housing Strategy details how SP work in Haringey contributes to the housing strategy priorities and how the work of housing staff contributes to meeting SP objectives.
Experience Counts – Older Persons Strategy – 2005	This strategy aims to tackle discrimination and to promote positive attitudes towards ageing so that by 2010 'older people are enabled to be as informed, active, healthy and independent as possible and empowered citizens at the heart of the community'. It describes our priorities and commitments to people aged 50 and over with regard to ten goals including housing. The Diversity & Equality Strategy incorporates the work undertaken in terms of the needs analysis and the key housing goal.
Changing Lives: The Haringey children and young people's plan 2006-09	<p>The Children and Young People's Plan (CYPP) is required by the Children Act 2004 to cover all services for children, young people and their families and carers..</p> <p>Changing Lives builds upon:</p> <ol style="list-style-type: none"> 1. Haringey's Children and Young People's Plan (2005-6), 2. Knowing Our Children and Young People – planning for their futures – the needs assessment produced by The Children's Service in Haringey in 2006 3. Growing Up in Haringey – the Haringey Teaching Primary Care Trust's (HTPCT) recent annual public health report. <p>Changing Lives sets out twenty key priorities for the next three years. The selection of these priorities has been informed by an extensive needs assessment by the Metropolitan Police, Haringey Teaching Primary Care Trust and by the Children's Service.</p>

Plan / Strategy	Summary
Unitary Development Plan, adopted by the Council in July 2006	<p>Details the council's planning guidelines. The UDP influences our work on the supply of new affordable housing, both permanent and temporary. The UDP and other planning policy is based in part on housing needs information supplied by the housing service.</p> <p>The new UDP was adopted in July 2006 and will be incorporated into the Local Development Plan in coming years.</p>
Private sector Strategy and Renewal Policy	The Private Sector Strategy details our plans for work across private sector housing. The strategy is currently being reviewed and will be closely linked to the delivery of the homelessness strategy. The housing Renewal Policy details how we intend to target our renovation grants programme.
Homelessness Strategy, 2004 – 08	The Homelessness Strategy details our aims, priorities and actions on homelessness. The strategy was developed following a comprehensive review of homelessness in the borough and it addresses our housing strategy objectives. We are currently undertaking a further review of homelessness and will update the strategy accordingly by 2007
The Haringey Safer Communities Strategy 2005-2008	The Safer Communities Strategy is the key means of directing and coordinating the statutory and community agencies' response to reducing crime and anti-social behaviour levels and minimising the harm caused by drug and alcohol misuse. It is aimed at supporting individual residents and communities in tackling criminal and anti-social behaviour by working in partnership to address their needs. The Housing Strategy sets out in particular how we contribute to tackling anti-social behaviour across all housing tenures
Haringey Race Equalities Scheme	The Race Relations (Amendment) Act 2000 introduced a General Duty, which requires all public authorities to which the Act applies to "have due regard to the need to eliminate unlawful racial discrimination and to promote equality of opportunity and good relations between persons of different racial groups". The Race Equality Scheme sets out how the Council will work to eliminate racial discrimination and promote race equality. The Housing Strategy considers the equalities impact of housing related activities in Haringey using the scheme.
The Framework North London Housing Strategy	Sets out the approach of the six local authority partners in the North London sub region towards developing a North London Housing strategy. Haringey's housing strategy is aligned with the sub-regional approach to supply, particularly with reference to key-worker and shared ownership schemes.

Annexe C – Consultation

The Diversity & Equalities strategy has been developed on the basis of consultation with key stakeholders in the Borough. Following best practice guidance a decision was made early on to consult on identifying the key aims for the strategy and the key issues resulting in inequality. We deliberately sought the views of housing providers, and community organisations that represented different groups of residents across the Borough. We have also utilised the results obtained from different consultations including those for the Council's new Lettings Policy, and a new Homelessness Review – both of which took place during summer 2006.

Who contacted	How	When	Main comments impacting on strategy development
Housing Associations – over 40 in total	Survey forms via e-mail & post	Apr – June 2006	Highlighting general experiences of inequality; evidence of equal opportunities policies
	Housing Association Forum meeting	July 2006	Identifying key aims for strategy
Specific BME RSLs:	Survey forms via e-mail & post	Apr – June 2006	Highlighting experience of inequality affecting particular BME groups – Irish, Somali, and Orthodox Jewish residents; also provided references to previous research undertaken
	Meeting with Sahil HA	May 2006	
Race Equality Joint Consultative Committee	Survey form sent by post to members of Committee	April 2006	In July 2005, the REJCC had met to consider housing issues.
Community / advocacy groups representing wide communities:	Survey forms via post:	Apr – June 2006	Some groups responded with evidence of the housing experience of specific communities e.g. Cypriot elderly and disabled
<ul style="list-style-type: none"> Ethnic Minority Communities (60 groups) Women's Groups (over 30 groups) Disabled Groups (7 			

Who contacted groups)	How	When	Main comments impacting on strategy development
(Homes for Haringey) Council tenant focus groups: Somali; Turkish	Focus Group meetings	April – May 2006	Focus groups helped to inform key housing issues affecting BME communities – issues about overcrowding, accessing services
Equality Community Groups: <ul style="list-style-type: none"> • Women's Forum • LGBT Forum • Disabled Forum – Phoenix Group • Older Persons Forum • Faith Forum • Youth Forum 	<p>Survey Forms sent by e-mails to coordinators</p> <p>Attended meeting of Older persons Forum to present aims and to receive initial feedback followed by return of form.</p> <p>Telephone conversation with coordinator of Disabled Forum</p> <p>LGBT Forum – in addition to form being returned, there was a telephone conversation with the co-ordinator</p>	<p>Apr – June 2006</p> <p>May 2006</p> <p>May 2006</p> <p>Apr 2006</p>	<p>Specific forums were asked to use Forums to identify housing issues affecting particular community groups represented. The Forums consider a wide range of issues not just housing.</p> <p>Information specifically from Wisethought (representing LGBT forum, together with Stonewall HA) informed our key findings in the LGBT section.</p> <p>Attending the Older Persons Forum amplified some of the key housing issues already highlighted by the Older Persons Strategy – Experience Counts.</p> <p>Youth Forum was not meeting at the time of consultation.</p> <p>For other forums, it was not possible to identify some of the issues due to the scheduling of meetings.</p>
Homes for Haringey Equalities Forum	Attendance at Equalities Forum on main project plans	April – July 2006	Initial agreement on the project plan and later comments on draft reports have aided the direction of the strategy.
LB Haringey Supporting People Service	Meeting with SP Manager	Mar 2006	Enabled access to approx 90 SP providers to whom a survey form was sent out. Some responded in relation to small client groups including those with disabled learning clients. Referred to the SP Strategy which highlights key issues esp for younger people.
LB Haringey Gypsy & Travellers Service	Meeting with Travellers Support team + survey form	April – June 2006	Built up awareness of Gypsy & Traveller issues. GLA is coordinating a London wide Housing needs survey being undertaken at the sub regional level. This will report in 2007. Increased knowledge meant we were able to identify areas of good practice. CRE Report on Travellers was published in Sept and Haringey was one of the authorities surveyed for good practice. This will be an area of focus in the Action Plan.
LB Haringey Children's Services	Telephone conversation with Strategy Officer	April 2006	In the absence of the Youth Forum, the Service was able to cast light on some issues. Would like to address the issues over the longer term including raising at a future Youth Forum meeting. The new CYPP had a brief section on housing focussing upon affordability issues and benefits.

Annexe D Action Plan

Through consultation and our findings, it is clear a number of objectives for action planning are essential to enable this strategy to succeed. The objectives will guide the action plan and enable us to work with our partners to achieving the aims set out at the beginning of the strategy.

1. Develop greater understanding of community housing needs and improve services to residents across the tenures

There is a need to develop more awareness and knowledge of particular communities and vulnerable groups and the problems they face. This will enable Haringey and its partners to improve the range of housing services that are delivered to all residents in Haringey.

2. Work with partners to maximise the supply of affordable homes, increasing access and housing choice

There is a clear need to improve information about housing options to residents. We also need to work with our partners to tackle the worst aspects of overcrowding by increasing the number of appropriately sized dwellings.

3. Improve community safety, sustainability and cohesion in our most deprived communities and create opportunities for people to achieve and succeed

4. Eliminate discrimination in the provision of our services by developing effective performance information and monitoring of housing services

There is a need to develop an effective performance monitoring regime in relation to equalities and to utilise the data to influence housing outcomes. We need to develop our performance monitoring to ensure we do not discriminate in the provision of our services, and to understand whether there may be differences in outcomes for particular community groups

Note

The Action Plan will be amended to identify individual Officers as being responsible for each action identified

LEAD Business Units

HSP Housing Strategy and Performance
VAT Vulnerable Adults Team
HN Housing Needs
OPS Older Peoples Service
HfH Homes for Haringey

HS Housing Supply
SP Supporting People
CYP Children's & Young People Services
ASBAT Anti – Social Behaviour Action Team

OBJECTIVE 1: DEVELOP GREATER UNDERSTANDING OF COMMUNITY HOUSING NEEDS AND IMPROVE SERVICES TO RESIDENTS ACROSS THE TENURES

LINKAGES	Community Strategy; Supporting People Strategy; Experience Counts – Older Persons Strategy Children & Young People Strategy Private Sector Housing Renewal Strategy / Private Sector Strategy
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EQUALITY GROUP	ACTION	RESOURCES	LEAD AGENCY / OFFICER	TARGET DATE 2007/08	TARGET DATE 2008/09	TARGET DATE 2009/10
ALL	Utilise or develop forums that will involve residents from each of the 6 equality groups to engage with housing issues <ul style="list-style-type: none"> Review existing forums Review overall partnership structures 	Existing	HSP	Review Q1 New structures Q2	Review Q1	
ALL	Establish / improve baseline number of: <ul style="list-style-type: none"> Disabled persons – incl people learning difficulties and mental health problems, and the extent of disability LGBT population Faith communities 	Existing	HSP	Q2		
ALL	Ensure all housing staff receive equalities training and awareness of the housing needs of all 6 equality groups <ul style="list-style-type: none"> Review existing training contents Identify appropriate material Implement training schedule for all staff 	Existing	HSP	Q2		
ALL	Increase awareness of housing needs of residents across 6 equality groups amongst all housing providers: <ul style="list-style-type: none"> Distribute Housing Framework Establish Equalities Sub Group 	Existing	HSP	Q1 Q2		
OLDER	Work with the Older Persons Team to support older people with care needs.	Existing	VAT / Social Services	Ongoing		
YOUNG	Liaise with Children's Services and Supporting People to identify	Existing	HSP / SP /	Q2		

EQUALITY GROUP	ACTION	RESOURCES	LEAD AGENCY / OFFICER	TARGET DATE 2007/08	TARGET DATE 2008/09	TARGET DATE 2009/10
	housing needs of younger people:		CYP			
	Ensure young people leaving care are supported: <ul style="list-style-type: none"> Work with Supporting People to review current service provision 	Existing	HN / SP	Q3		
DISABLED	Understand the housing and support needs of: <ol style="list-style-type: none"> Disabled people and their families People with learning difficulties People with mental health problems 	Existing	VAT / Social Services	Q2		
DISABLED	Review effectiveness of support services to <ol style="list-style-type: none"> Disabled people and their families People with learning difficulties People with mental health problems 	Existing	VAT / Social Services	Q3		
DISABLED	Develop the delayed discharge links with St Ann's Hospital	Existing	VAT	Q2		
DISABLED	Develop the Vulnerable Adults Team work with disabled persons	Existing	VAT	Q3		
LESBIAN GAY BISEXUAL & TRANSGENDER (LGBT)	Increase knowledge and recognition of LGBT housing needs through better working links with LGBT organisations:	Existing	HSP			
	Ensure representation on housing partnership forums			Q2		
	Improve customer service experience for LGBT housing applicants esp relating to confidentiality	Existing	HSP	Q1		
	Conduct survey on current experiences	Existing	HSP	Q3		
RELIGION OR BELIEF						
ETHNICITY	Review impact and quality of temporary accommodation being used	Existing	HN	Q2		
ETHNICITY / DISABILITY	Improve /maintain communication methods for all customers including interpretation and translation services	Existing	HN / HfH	Q3		

EQUALITY GROUP	ACTION	RESOURCES	LEAD AGENCY/ OFFICER	TARGET DATE 2007/8	TARGET DATE 2008/9	TARGET DATE 2009/10
	Undertake research into housing needs of specific communities, and across generations: 1. Somali 2. Orthodox Jewish 3. Gypsy & Travellers 4. Refugees	Existing	HSP	Q4		
GENDER	Increase knowledge of the housing needs of particular groups of women: 1. Lone parents 2. Women out of prison 3. Older women 4. BME women	Existing	HSP	Q4		

OBJECTIVE 2: WORK WITH PARTNERS TO MAXIMISE THE SUPPLY OF AFFORDABLE HOMES, INCREASING ACCESS AND HOUSING CHOICE

LINKAGES	Community Strategy; Experience Counts – Older Persons Strategy Children & Young People Strategy Private Sector Housing Renewal Strategy / Private Sector Strategy Unitary Development Plan Homelessness Strategy
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EQUALITY GROUP	ACTION	RESOURCES	LEAD AGENCY / OFFICER	TARGET DATE 2007/08	TARGET DATE 2008/09	TARGET DATE 2009/10
OLDER	Achieve Decent Homes targets	Borrowing Approval	HfH	Annual Target	Annual Target	Annual Target
	Replace house proud	Existing	HSP	Q3		
	Review of sheltered housing to take account of Supporting People Inspection report.	To be identified	HSP	Q1		
	Develop a full range of housing options for older home owners	Existing	OPS	Q2		
	Develop a revised under occupation schemes to make moving attractive / help people to move Target for number of moves in later years?	Existing / North London Sub Region Pilot – DCLG funds	HN	Q4	Target to be set	Target to be set
	Promote Ensure Disabled Adaptations and Facilities Grants to ensure effective take up	Existing	OPS	Ongoing	Target to be set	Target to be set
ALL	Increase awareness of initiatives to tackle fuel poverty and increase benefit take up Target for number of grants??	Warm Air Front British Gas 'Hear to Help' and Neighbourhood Renewal Fund	HSP / Fuel Poverty Officer (NRF funded)	Q2	Target to be set	Target to be set
	Maintain linkages to older person organisations and ensure consulted upon with regard to policies and strategies, and through partnership forums.	Existing	HSP/VAT/OPS	Q2		
YOUNG	Improve access and availability of housing advice and information to younger people <ul style="list-style-type: none"> • Provide information to school leavers and colleges about housing options and homelessness • Develop a comprehensive directory of housing and support services for young people in Haringey available using new 	Existing	HN	Q4		

EQUALITY GROUP	ACTION	RESOURCES	LEAD AGENCY / OFFICER	TARGET DATE 2007/08	TARGET DATE 2008/09	TARGET DATE 2009/10
	technology <ul style="list-style-type: none"> Develop advice service specific to young people 					
	Ensure 16 & 17 years olds receive support and opportunities for permanent homes at age 18	Existing	HN / SP	Ongoing		
	Ensure young people leaving care are supported	Existing	HN / SP	Ongoing		
DISABLED	Offer a progression of housing options from care to maximum independence	Existing	VAT/OPS	Q2		
	Undertake a review of the Disabled adaptations service	Existing	HSP	Q1		
	Increase awareness and take up of resources available to help disabled people maintain their homes	Existing	HN	Q2		
OLDER/ DISABLED	Work with RSL partners to increase availability of accessible homes <ul style="list-style-type: none"> Establish a housing register of accessible social housing in the Borough Achieve a minimum of x% wheelchair accessible accommodation in new build developments Implement life time home standard as a minimum standard for all new build schemes in the Borough Explore Life long homes to improve accessibility in older age 	Existing ADP	HS / Housing Association Preferred Partners	Q4		
OLDER / DISABLED	Encourage participation from health agencies into housing partnership forums	Existing	HSP	Q2		
DISABLED	To offer a progression of housing options from care to maximum independence	Existing	HSP/VAT/OPH	Q2		
LGBT	Develop housing support through specialist agencies	Existing	HSP	Q2		
LGBT	Working with prevention & options to reduce homelessness amongst young LGBT persons	Existing	DG	Q2		
LGBT	Review provision for same sex partners in specialist housing	Existing	HSP	Q3		
LGBT	Provide clear information for LGBT residents on housing options	Existing	HSP	Q2		
LGBT	Publicise and highlight tenancy succession rights for LGBT residents	Existing	HSP	Q2		
RELIGION OR BELIEF	Work with RSL partners including BME specialist to develop guidelines for building culturally appropriate forms of housing	Existing	HSP/HS / Housing Association Preferred	Q4		

EQUALITY GROUP	ACTION	RESOURCES	LEAD AGENCY / OFFICER	TARGET DATE 2007/08	TARGET DATE 2008/09	TARGET DATE 2009/10
			Partners			
RELIGION OR BELIEF	Work with community and faith organisations to increase awareness of housing options	Existing	HDP/HN	Q3		

EQUALITY GROUP	ACTION	RESOURCES	LEAD AGENCY/ OFFICER	TARGET DATE 2007/8	TARGET DATE 2008/9	TARGET DATE 2009/10
RELIGION OR BELIEF	Review adaptations policies to consider how they meet cultural needs	Existing	VAT/OPS	Q3		
RELIGION OR BELIEF / ETHNICITY	Work with RSL partners to build housing that meet demand from families, and of specific communities for larger homes	Existing ADP	Housing Supply / Housing Association Preferred Partners	Q4 (for next 2 year ADP allocation)		
ETHNICITY	Review into housing needs of older members of BME communities	Existing	HSP/HN	Q2		
ETHNICITY	Increase awareness of all affordable housing options to all communities.	Existing	HSP	Ongoing		
ETHNICITY	Develop our work with Vulnerable Adults team for vulnerable BME residents	Existing	HSP/VAT/OPS	Q2		
GENDER	Continue to provide support to women leaving on housing options	Existing	HSP/VAT/OPS	Ongoing		

OBJECTIVE 3: IMPROVE COMMUNITY SAFETY, SUSTAINABILITY AND COHESION IN OUR MOST DEPRIVED COMMUNITIES AND CREATE OPPORTUNITIES FOR PEOPLE TO ACHIEVE AND SUCCEED

LINKAGES	Community Strategy; Supporting People Strategy; Experience Counts – Older Persons Strategy Children & Young People Strategy Private Sector Housing Renewal Strategy / Private Sector Strategy Anti Social Behaviour Strategy / CDRP
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EQUALITY GROUP	ACTION	RESOURCES	LEAD AGENCY / OFFICER	TARGET DATE 2007/08	TARGET DATE 2008/09	TARGET DATE 2009/10
OLDER	Work with environmental services to improve lighting and the quality of roads and pavements in areas of high concentration of elderly persons	Existing	HSP / HfH / ES	Ongoing	Ongoing	Ongoing
OLDER	To develop advice specific to older people on addressing crime, fear of crime and anti social behaviour	Existing	HSP/VAT/OPS / ASBAT	Q2	Ongoing	Ongoing
YOUNG	To develop advice specific to young people on addressing crime, fear of crime and anti social behaviour	Existing	HSP / ASBAT	Q2	Ongoing	Ongoing
DISABLED	Ensure that estates and neighbourhoods are accessible	Existing	HSP / HfH	Q4	Ongoing	Ongoing
DISABLED	Ensure that work and education options are available to all residents	Existing	HSP	Q3		
DISABLED	Liaise with mental health agencies to avoid mental health lapses	Existing	HSP/VAT	Q2		
LGBT	Ensure LGBT community and people are fully aware of Council's harassment procedures	Existing	HSP / ASBAT	Q3	Ongoing	Ongoing
LGBT	Encourage / increase non police reporting of homophobic crime incidents	Existing	HSP / ASBAT	Ongoing	Ongoing	Ongoing
LGBT	Increase knowledge and awareness of Hearthstone	Existing	HSP / Hearthstone	Ongoing	Ongoing	Ongoing
RELIGION OR BELIEF	Promote access to specialist support if facing harassment or discrimination	Existing	HSP	Q2		
	Ensure faith / religious groups are fully aware of Council's harassment procedures	Existing	HSP/ ASBAT	Q2	Ongoing	Ongoing
ETHNICITY	Develop work to tackle Anti social behaviour / race harassment / hate crime	Existing	HSP / ASBAT	Q3	Ongoing	Ongoing

EQUALITY GROUP	ACTION	RESOURCES	LEAD AGENCY / OFFICER	TARGET DATE 2007/08	TARGET DATE 2008/09	TARGET DATE 2009/10
ETHNICITY	Ensure BME communities and people are fully aware of Council's harassment procedures	Existing	HSP/ ASBAT	Q2	Ongoing	Ongoing
GENDER	Address the need for childcare	Existing	HN	Q1		
	Link housing work to community cohesion initiatives e.g. sure start	Existing	HSP / CYP	Q2		
GENDER / LGBT	Maintain the Hearthstone service to provide support for women & LGBT people facing domestic violence	Existing	HN	Ongoing		

OBJECTIVE 4: ELIMINATE DISCRIMINATION IN THE PROVISION OF OUR SERVICES BY DEVELOPING EFFECTIVE PERFORMANCE INFORMATION AND MONITORING OF HOUSING SERVICES

LINKAGES	Community Strategy; Supporting People Strategy; Experience Counts – Older Persons Strategy Children & Young People Strategy Private Sector Housing Renewal Strategy / Private Sector Strategy
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EQUALITY GROUP	ACTION	RESOURCES	LEAD AGENCY / OFFICER	TARGET DATE 2007/08	TARGET DATE 2008/09	TARGET DATE 2009/10
ALL	Ensure resident across all equality groups are fully consulted in housing service changes and improvements	Existing	HSP/Homes for Haringey	Ongoing	Ongoing	Ongoing
ALL	Ensure EIAs are effective and undertaken for each policy initiative or service change	Existing	All Housing Business Units / HfH	Ongoing	Ongoing	Ongoing
ALL	Review allocation of social housing by geography, size and type of dwellings: <ul style="list-style-type: none"> • By ethnicity • Sexuality and gender identity • Religion or belief 	Existing	Housing Supply / HSP	Q3	Annual monitoring	Annual monitoring
ALL	Monitor aspects of aspects of harassment on housing estates: <ul style="list-style-type: none"> • Sexuality and gender identity • Ethnicity • Gender • Religion or belief 	Existing	HSP / ASBAT / HfH / HAS	Quarterly monitoring	Quarterly monitoring	Quarterly monitoring
ALL	Meet and comply with BVPI targets: <ul style="list-style-type: none"> • 74 a, b, c • 75 a,b,c • 164 • 174 / 175 • 225 	Existing	HSP / LBH	Annual Targets	Annual Targets	Annual Targets

EQUALITY GROUP	ACTION	RESOURCES	LEAD AGENCY / OFFICER	TARGET DATE 2007/08	TARGET DATE 2008/09	TARGET DATE 2009/10
ALL	Develop and meet local equality performance indicators in relation to housing services: <ul style="list-style-type: none"> • Religion or belief • Age • Gender • Sexuality and gender identity • Ethnicity • Disability 	Existing	HSP	Q1	Quarterly monitoring	Quarterly monitoring
ETHNCITY	Undertake audit of policies and practices in relation to: <ul style="list-style-type: none"> • CRE Code of Practice on Race Equality in Housing • Tackling Homelessness amongst Ethnic Minority Households 	Existing	HSP	Q1 Q3		
ETHNCITY / DISABILITY	Ensure Housing Services comply fully with duties under the Equality Standards: BV 2b - Race Equality Disability Gender	Existing	HSP / LBH Equalities Unit	Q1	Annual Monitoring	Annual Monitoring

Annex E

Organisations Checklist

The following voluntary organisations work closely with Haringey Council:

Name of Organisation	Organisation description
African Caribbean Leadership Council	community centre
Age Concern	older people's services
Alhijra Somali Community Association	somali organisation
Angolan Community Association	advice agency
Asian Action Group	community centre
Bangladeshi Womens Association	womens organisation
CARA	Housing for Irish Elderly
CARIS	Homeless family service
Collage Arts	arts organisation
Council of Asian People	community centre
Cypriot Centre	community centre
Cypriot Elderly & Disabled Group	elderly and disabled group
Ethiopian Community Centre	ethiopian and refugee centre
Exposure	Youth magazine
Greek Cypriot Womens Organisation	womens organisation
Greek Parents Association	greek organisation
HAGA	advisory group on alcohol
Haringey CAB	citizens advice bureaux
Haringey Chinese Centre	community centre
Haringey Consortium of Disabled People	disabled people and carers group
Haringey Emergency Corps	older people's services
Haringey Irish Cultural & Community Centre	community centre
Haringey Law Centre	advice agency
Haringey Pensioners Action Group	older people's services
Haringey Phoenix Group	blind and partially sighted
Haringey Play Association	childrens org
Haringey Racial Equality Council	racial and equality advice
Haringey Somali Community Centre	community centre
Haringey Womens Forum	womens organisation
HAVCO	Umbrella group for VCS
HAVCO - CAP	community accountancy project
Home Start	childrens org
Hornsey Vale Community Centre	community centre
Jacksons Lane	community centre
Jamait-al-Nissa	womens organisation
Kurdish Advice Centre	advice agency
Kurdish Community Centre	community centre

Name of Organisation	Organisation description
Markfield Project	children with disabilities
Mencap Pathways	employment
Middlesex Association For the Blind	blind and partially sighted
MIND in Haringey	Mental health org
Northumberland Park Women & Childrens Centre	women & children centre
Psychiatric Rehabilitation Association	mental health org
Relate	counselling
Samaritans	counselling
Selby Centre	community centre
Stepping out	day centre for children with severe disabilities
Stroke Club	stroke sufferers
Tottenham Hard of hearing	deaf
Turkish Cypriot Women's Project	womens organisation
Venture Club for the Blind	blind and partially sighted
Wise Thoughts	gay, lesbian & trans gender org
YMCA	homelessness/ young people

**Executive****On 23 January 2007**Report Title: **Haringey's Local Area Agreement (2007-2010)**

Forward Plan reference number (if applicable):

Report of: **Justin Holliday**Wards(s) affected: **All**Report for: **Key Decision****1. Purpose**

1.1 To obtain sign off on the final draft of Haringey's Local Area Agreement.

2. Introduction by the Leader

2.1 The Local Area Agreement is a three year agreement between the local authority, its partners and central government.

2.2 The attached document (to follow) represents Haringey's Local Area Agreement agreed by the Haringey Strategic Partnership. The key aspects of the agreement are:

2.2.1 The introduction which lays out the draft overall priorities as emerging through the Sustainable Community Strategy and five priority themes for the LAA.

2.2.2 There are four blocks in the LAA: children and young people, healthier communities and older people, safer and stronger communities and economic development. Each of these blocks include the following:

- mandatory targets which have been set by central government;
- optional targets which partners believe are important locally and where partnership working can add value to overall outcomes;
- funding streams that are nationally pooled and those that partners have identified locally for alignment.

2.2.3 Reward Element which will include 12 stretch targets to be agreed with government departments. If the stretch is delivered this will draw down funding known as the Performance Related Grant (PRG) potentially worth £9m in three years time. Currently there are 14 targets which are being negotiated. The final intention is to agree 12 targets which will receive pump priming funding not exceeding £81,000.

2.2.4 The agreement also includes three freedoms and flexibilities that Haringey has requested from central government in order to deliver some of the key local outcomes around worklessness and the environment. However, the signs are that these will not be granted by central government.

2.2.5 An equalities impact assessment (to follow) on the LAA has shown no adverse equalities impacts arising from the agreement.

3. Recommendations

3.1 That the Executive notes Haringey's final draft of the Local Area Agreement.

3.2 To delegate the final drafting changes to the LAA and the finalisation of the stretch targets to ACE(PPPC) in consultation with the Leader.

Report Authorised by: **Justin Holliday**

Contact Officer: **Nilam Popat, Principal Policy Officer, 020 8489 2979**

4. Director of Finance Comments

4.1 Haringey Council is the designated Accountable Body for the LAA and therefore has responsibility for ensuring that clear and robust governance arrangements are in place for delivery of the financial element of the LAA.

4.2 In accordance with this, work is currently underway to ensure that appropriate financial management arrangements are in place for April 2007.

4.3 The funding being pooled into the LAA represent existing funding streams received by the Council. Therefore work is underway to ensure that the current funds are aligned to priorities in the LAA.

5. Head of Legal Services Comments

5.1 The Head of Legal Services has read the report and confirms that there are no specific legal implications that the Executive should be aware of.

6. Local Government (Access to Information) Act 1985

6.1 Local Area Agreements: Guidance for Round 3 and Refresh of Rounds 1 and 2, March 2006.

6.2 The Reward Element of the Local Area Agreement: Negotiations of Stretched Targets, May 2006.

6.3 Feedback from Government Office for London (GOL) October 2006 and December 2006.

7. Strategic Implications

- 7.1 The LAA presents an opportunity to strengthen partnership working and to align the LAA to the borough's local priorities.

8. Analysis

8.1 LAA Summary

Mandatory Outcomes Framework

- 8.1.1 More than 75% of indicators are baselined and accompanied with three year targets in the final draft. The MORI Survey results are now available and therefore baseline information can be included. Council block leads and thematic partnerships will continue to complete the outcome framework over the course of the year.

Reward Element (stretch targets)

- 8.1.2 Negotiations and testing of stretch targets is still continuing and therefore the recommendation is that the ACE(PPPC) in consultation with the Leader sign off the final 12 based on analysis of deliverability.

Enabling Measures

- 8.1.3 There has been no formal feedback on these but the indications are these requests will be denied. This is consistent with experience of Rounds 1 and 2 of the LAA.

9 Financial Implications

- 9.1 There are four financial aspects to the LAA. These are:

- 9.1.1 The local authority is the financially accountable body for the funds associated with the LAA.

- 9.1.2 Alignment of Funding

Partners have only identified funding for alignment where nationally pooled funding does not support the mandatory targets or where extra targets are being included locally as optional.

- 9.1.3 Pump Priming Grant (PPG) for stretch targets

The Pump Priming Grant (PPG) is payable upon signing off the LAA and is designed to help kick start projects and interventions. It is worth £750,000 plus £1 per head of population. This will total approximately £970,000. The pump priming grant will be distributed across the 12 stretch targets with an upper limit of £81,000 for each target.

- 9.1.4 Performance Related Grant (PRG)

This is worth up to 2.5% of the local authorities' net budget requirement, which could equate to up to £9m. The payment of PRG is dependent upon the HSP achieving a minimum of a 60% profile against the agreed end targets. This will be payable at the end of the LAA in 2010/11. Principles will need to be agreed by partners, before the start of the LAA in April 2007, on how investment decisions will be made about any future PRG (not applied until 2010-2011).

10 Legal Implications

- 10.1 There are no legal implications arising from the current round of the LAA.

11 Equalities Implications

- 11.1 The equalities impact assessment shows no adverse impact arising from the LAA and suggests that there are likely to be measures which address some of the current inequalities.

12 Consultation

- 12.1 The key local priorities of the LAA are informed by the wide level consultation undertaken for the Sustainable Community Strategy. In addition the LAA is the result of consultations with statutory and voluntary and community sector partners across the Haringey Strategic Partnership network.

13 Background

- 13.1 Haringey is in the Round 3 of the national roll out of Local Area Agreements. The Haringey LAA is the outcome of numerous discussions in the five HSP thematic partnerships and the HSP as well as a response to national government guidance. The whole LAA process has been overseen by the LAA Partnership Group, the members of which include key statutory, voluntary and community sector partners.

14 Conclusion

- 14.1 The Haringey Local Area Agreement is the result of concerted effort by all partners through the Haringey Strategic Partnership and its five thematic partnerships.

15 Use of Appendices / Tables / Photographs

- 15.1 Haringey's Local Area Agreement appendix 1 (to follow)
- 15.2 Equalities impact assessment appendix 2 (to follow).



Agenda Item []

Executive**23 January 2007**Report title: **Discretionary Licensing in the Private Rented Sector**

Forward plan Reference (if applicable)

Report of: **Interim Director of Urban Environment****Ward affected:** Bounds Green**Report for:** Key Decision**1. Purpose**

1.1 To introduce a discretionary licensing scheme in Haringey.

1.2 To establish a pilot scheme within the Myddleton Road Area of Bounds Green.

2.0 Introduction by Executive Member, Enforcement -Cllr Nilgun Canver

This proposal to introduce discretionary licensing in the borough will provide the opportunity to take forward the successes that the Council has already achieved with mandatory licensing, and test the discretionary powers given to us. Widening the controls available to the Council on private rented accommodation will help support the underlying aim of the new sustainable community strategy of improving the quality of life for everyone in Haringey. Myddleton Road is a small area where there are large numbers of HMOs. This work will enable us to expand to other areas in an informed and controlled manner.

3. Recommendations

That the Executive agrees to Myddleton Road as the pilot area for the introduction of discretionary licensing in Haringey and authorises the Interim Director, further to the outcome of the detailed consultation, to submit a proposal for the designation of a scheme to the appropriate Government Authority, that is the Department of Communities and Local Government (DCLG).

Report authorised by: Graham Beattie, Interim Director, Urban Environment**Signed:** _____**Contact officer:** Tony Jemmott, Acting Housing Group Manager**Telephone:** 020 8489 5196/7808**email:** tony.jemmott@haringey.gov.uk**4. Executive Summary**

4.1 In April 2006 Haringey Council successfully introduced mandatory Houses in Multiple Occupation (HMO) licensing. The Executive meeting on the 21 February 2006 also expressed a commitment to piloting and testing discretionary licensing powers and agreed for a further report to be brought to a future Executive meeting.

4.2 Problems of poor management and facilities are not only confined to those HMOs subject to mandatory licensing, nor do these problems only relate to HMOs. For this reason, the Act gives the Council powers to require certain other private rented accommodation to be licensed in specified circumstances.

4.3 The Council aims to use these new powers to ensure that other private sector landlords improve the management, amenity and safety standards of their properties, and also to tackle anti-social behaviour.

4.4 A discretionary scheme requires the consent of the Department of Communities and Local Government (DCLG). The Secretary of State intends to extend general approval for additional licensing schemes to those authorities in England classified overall as "Excellent" or "Good" in Comprehensive Performance Assessment". In all other circumstances an individual scheme will require confirmation from the DCLG.

4.5 Additional HMO licensing schemes will apply to a particular type of HMO, or for a particular area of the borough where the Council considers that a significant proportion of the HMOs of that type are being ineffectively managed and as such present concerns for either the occupants or the public.

4.6 A selective licensing designation may be made if the area is one experiencing low housing demand or is experiencing a significant and persistent problem caused by anti-social behaviour, where the designation with other measures, will lead to a reduction in, or elimination of, the problem.

4.7 This report presents the options and implications for the introduction of discretionary licensing in Haringey. It recommends that the Executive approves a discretionary licensing scheme to commence in the Myddleton Road, N22 area in April 2008, subject to DCLG approval.

4.8 The Council has the discretion to charge for licensing so that the function is self-financing. A licence fee will be charged for each property application.

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

5.1 New legal powers and responsibilities introduced by the Housing Act 2004.

6 Local Government (Access to Information) Act 1985 - The following documents were used in the preparation of this report:-

6.1 DCLG Additional and Selective Licensing Scheme Guidance for approval for area designation under Parts 2 or 3 of the Housing Act 2004 (the Act).

6.2 Myddleton Road Neighbourhood Plan 2003

6.3 Bounds Green/Haringey Neighbourhood statistics – ONS

6.4 Haringey Monthly Crime Update – November 2006

7. Background

- 7.1 The private rented sector has an important role in providing housing options for those who do not own their own home, or for those unable to access social housing.

HMOs pose particular problems and it is known that in many of these properties standards of management and living conditions are unsatisfactory. In renewal areas and other neighbourhoods where there are problems with anti-social tenants, the council will need to identify and engage with the less responsible landlords who do not proactively manage their properties. The council is promoting voluntary landlord accreditation and Haringey currently has the second highest number of landlords accredited to the London Landlord Accreditation Scheme (LLAS).

Haringey Council has already fulfilled its statutory duty under the Housing Act 2004 (the Act) and has successfully introduced mandatory licensing for prescribed types of HMOs. At present this is those of three storeys and above occupied by at least five persons who constitute more than one household.

Problems of poor management and facilities in an HMO are not confined to those subject to mandatory licensing nor do these problems only relate to HMOs. For this reason, the Act gives the Council powers to require certain other rented accommodation to be licensed in specified circumstances.

The Council aims to utilise all controls available to ensure that private sector landlords improve the management, amenity and safety standards of their properties, and to tackle anti-social behaviour.

The introduction of discretionary licensing would provide an additional tool to intervene in areas where private rented housing has been identified as contributing to local problems. It must be seen as part of our overall approach to the private rented sector, as described in our Private Sector Housing Strategy. Wherever possible, we work with private landlords to improve conditions and management in the sector. We have developed the accredited lettings scheme, are members of the London Landlord Accreditation Scheme and provide support to landlords and tenants. Selective licensing would build on our success in introducing mandatory licensing and would provide a strong intervention as a last resort where all other attempts at intervention had been unsuccessful.

Types of properties

- 7.2 The borough has a high proportion of **2-storey HMOs**. The Council considers that the introduction of additional licensing scheme will tackle problems in these smaller HMOs, and in other converted properties.
- 7.3 **Bed & Breakfast hostels** – Although the number of these premises has been steadily reducing, we have 66 registered hostels and many other properties in the Borough are used for temporary accommodation by Haringey and other Councils. Those which are licensable under the mandatory scheme are already being dealt with. There remains however a significant number of properties which house temporary families and which could more effectively be controlled through discretionary licensing.
- 7.4 Many **HMOs above shops** do not fall within mandatory licensing. The Accommodation

above Shops project is a continuation project funded by the Stronger and Safer Communities' Fund. The many poorly managed properties which fall outside mandatory licensing may be dealt with under the discretionary schemes.

- 7.5 Certain HMOs registered under the *existing registration schemes with control provisions* in Hornsey Park and West Green would be passported into any approved discretionary licensing scheme.
- 7.6 **Potential Designation Areas** - Designation will target areas as part of wider neighbourhood objectives, with problem areas and wards of high deprivation our priority. Traditionally this is the east of the borough but also includes the Harringay/Green Lanes/St Ann's wards.

The Myddleton Road area in Bounds Green has itself been a source of problem HMOs predominately due the amount of converted properties. It continues to be of high concern to the council, local businesses and residents. The area provides a suitable profile for the piloting of the discretionary licensing scheme.

8.0 The Area Profiles - See Appendix A

- 8.1 Myddleton Road comprises mixed residential and commercial uses. The central part of the area has a small shopping centre. Bowes Park Station is at the east end of the road which is bisected by the New River corridor. The road is within a conservation area that is essentially Victorian in nature.

Appendix B provides information regarding the socio-economic characteristics Bounds Green. The data has similar aspects to that of the borough generally and provides a reasonable indicator of the Myddleton Road area character.

9.0 Applying the conditions of designation to the Borough

- 9.1 The Council considers that a "significant proportion of the HMOs in the area are being managed sufficiently ineffectively as to give rise, or to be likely to give rise, to one or more particular problems either for those occupying the HMOs or for members of the public.

Evidence of properties being managed ineffectively, and as a result having a detrimental affect on a local area, include;

- Properties in poor external condition including yards and gardens which are eyesores.
- Poor internal conditions, such as poor amenities. Overcrowding etc, adversely impacting upon the health, safety and welfare of the occupiers and where their landlords are failing to take appropriate steps to address the issues.
- Significant and persistent problems of anti-social behaviour affecting other residents and/ or the local community and where the landlords of the HMOs are not taking reasonable and lawful steps to eliminate or reduce the problems.
- The lack of management or where poor management skills or practices are so evident such that there is an adverse impact on the occupants, or upon the community.

9.2 Low Housing Demand

In deciding if the area is suffering from, or likely to become, an area of low housing demand as per section 80 (4) of the Act the Council considers the following factors:

- The turnover of occupiers of residential premises in rented and bought sectors.
- The number of residential premises which are available to buy or rent, and the length of time for which they remain unoccupied.
- The community mix in terms of tenure, for example, a high proportion of rented properties, or a low proportion of owner occupied properties.
- Local facilities, for example, type and loss of shops in the area, parking, open space and transport.
- The impact of the rented sector on the local community, for example, poor property condition, anti-social behaviour etc.
- Criminal activity.

9.3 Anti-Social Behaviour

An area can be deemed to be suffering from significant and persistent anti-social behaviour if it suffers from:

- **Crime:** tenants not respecting the property in which they live and engaging in vandalism, criminal damage, burglary, robbery/theft and car crime.
- **Nuisance Neighbours:** intimidation and harassment; noise, rowdy and nuisance behaviour; vehicle related nuisance; anti-social drinking; drugs trading and use within the curtilage of the property.
- **Environmental Crime:** tenants engaged in graffiti and fly-posting; fly-tipping; litter and waste; nuisance vehicles and evidence drugs abuse around their property.

The making of any designation on the grounds of anti-social behaviour will tie in with the governments' RESPECT agenda.

10.0 Consultation

Detailed consultation must be undertaken and included in the report to the DCLG, therefore this report seeks that the Executive agrees that:

- Reasonable steps are taken to consult persons who are likely to be affected by the designation; and
- Any representations made are considered.

Consultation will be undertaken with local residents, including tenants, landlords and where appropriate their managing agents and other members of the community who live or operate businesses or provide services within the proposed area of designation and those in the surrounding area who will be affected.

During consultation, the Council must give a detailed explanation of the proposed designation, explaining the reasons for the designation, how it will tackle specific problems and the potential benefits. The results of the consultation will be published and made available to the local community.

11.0 Comments of the Head of Legal Services

The Head of Legal Services has been consulted in the preparation of this report. The Department for Communities and Local Government's Guidance on Selective and Additional Licensing makes it clear that licensing should not be looked at in isolation.

Authorities must not use their power to make a designation for a selective area or for additional licensing unless other courses of action have been considered. Designations must not be made unless they will significantly assist the authority to achieve the objective intended, namely to ensure that private sector landlords improve the management and safety standards of their properties and tackle anti- social behaviour.

The power to designate areas for selective licensing does not apply to properties subject to a tenancy or licence granted by a Registered Social Landlord.

The power to designate areas as subject to additional licensing does not apply to properties which are listed buildings or to those exempted from the definition of a house in multiple occupation, the latter as described in Schedule 14 of the Act.

The Council will be required to conduct a full consultation, the outcome of which must be submitted to the Department for Communities and Local Government as part of the formal application process.

12.0 Comments of the Director of Finance

The Act allows the Council to recover the costs of any potential additional and selective licensing scheme that may be implemented. Any future fee structure must be in accordance with the Council's external incomes policy. Income from fees and charges will need to at least cover the full cost of the new service including all appropriate overheads.

13.0 Equality and Diversity

This is likely to impact on the community, on businesses and particularly on vulnerable groups, young single people and young families in the sector. There is an economic impact to HMO landlords operating in the borough. Tenants may face increased rents, but this is more likely to be to cover the landlord's costs of the improvements needed to reach the higher licensing standards rather than the cost of the licence fee itself. This cost may be set against the improvement in conditions.

Regulatory Impact Assessments for licensing were undertaken as part of consultation during the Bill stages of the legislation in 2004. The consultation reports set out the general impact of licensing on landlords, tenants and the business sectors and also in relation to equity and fairness and to the economic, social and environmental benefits and costs.

RIA for HMO licensing:- <http://www.communities.gov.uk/index.asp?id=1164430>

RIA for selective licensing -
http://www.communities.gov.uk/index.asp?id=1152032#P21_1768

14.0 Conclusion

The Council considers that discretionary licensing will improve the area and that the designation will work alongside other existing policies or measures that are already being taken .e.g. Empty Homes, regeneration and anti-social behaviour.

The report highlights the types of properties and the areas of the borough which are appropriate for discretionary licensing designation. The Myddleton Road area fits the general borough profile and is already subject to the Myddleton Road Neighbourhood Plan (July 2003), the Draft Myddleton Road Sustainable Suburbs Action Plan (Oct. 2006) and Strategic Planning and Development Control.

The neighbourhood data provided in Appendix B supports that Myddleton Road is therefore considered as a suitable area for piloting the scheme.

15.0 Recommendation

That this report is agreed and that a proposal in line with the approved DCLG Guidance, be submitted to seek the introduction of a discretionary licensing scheme in Myddleton Road, N22.

Appendix A

1.0 Conditions applying to Additional and Selective Licensing

Section 56 of the Act gives powers to designate specific areas, or the whole borough as subject to additional licensing. Before making an additional HMO licensing designation for a particular type of HMO, or for a particular area, the Council must:

- (a) consider that a significant proportion of the HMOs of that type are being ineffectively managed and as such presents concerns for either the occupants or the public;
- (b) have regard for relevant codes of practice approved under section 233, this includes consultation;
- (c) consider other actions available which might be effective;
- (d) be confident that that making the designation will significantly assist in dealing with the problem and meet desired objectives; and
- (e) consult persons likely to be affected by the designation.

Section 80 of the Act gives powers to designate areas, or the whole borough subject to selective licensing. A selective licensing designation may be made if the area to which it relates satisfies at least one of the two following general conditions:

- The area is one experiencing low housing demand
- The area is experiencing a significant and persistent problem caused by anti-social behaviour and selective licensing designation with others, will lead to a reduction in, or elimination of, the problem.

The Haringey Borough and Myddleton Road Area Profiles

2.0 The Borough Profile

The most recent private sector housing stock condition and needs surveys were completed in 2001 and reported in May 2002 (Haringey Council - Fordham Research). Statistics from these surveys when compared with English House Condition Survey (EHCS) 2001 report show:

- **Affordability and Housing Need** – Almost 95% of households (8,440 households) currently living in unsuitable housing cannot afford either a mortgage or suitable private rented accommodation.
- **Tenure** - 22.1 % of households rent from private landlords. This is well above the London (17.9%) and national (10%) averages.
- **Unfitness** – 15.7% of the borough's private housing stock is unfit. This compares with an unfitness rate of 4.2% nationally (2001 EHCS). The level of unfitness in Haringey is much greater in the private rented sector (21.3%) than in other tenures. Nationally this level is 10.9% (2001 EHCS).
- **Borough HMO Profile** – The survey estimated 3077 HMOs (does not include converted flats), 1126 of them in the bedsit category. A high proportion of bedsit

HMOs lack adequate fire precautions and amenities. 17.5% of bedsit HMOs are “worse than adequate” using the Management Regulations as a measure. 67% of HMOs were in the private rented sector. The figure suggests that the majority of HMOs will fall outside mandatory licensing and also that 33% are in the public sector.

- **Crime Figures (See Appendix C)** – Although the year 2006 to date (November 2005-November 2006) overall crime is down, 1396 burglaries were recorded for the period January to June 2006. Between August and September 2006, there was a slight increase of 2.7% in the British Crime Survey (BCS) comparator crimes and the trend for October to November 2006 is up (3.8%). Haringey has a high incidence of burglary. Other statistics show that HMOs are eight times more likely to be burgled than other residential premises. BCS crime offences in Bounds Green ward have increased by over 6% compared to a 14.4% reduction throughout the borough between April and November 2006 compared to the same period last year.
- **Anti-social Behaviour** – From January to June 2006 there were 334 cases of antisocial behaviour borough-wide reported to the ASBAT. This is lower than the previous half year when they were 404. Bounds Green ward was identified as one of the top three wards for Disorder CAD calls (calls requiring Police action relating to public disorder), non-domestic noise complaints, abandoned vehicles between January and June 2006. Hotspot locations for Disorder CAD calls were located on the Myddleton Road area.
- **Environmental Complaints** – From January to June 2006 there were 3479 environmental complaints to the council. Of these 2800 were noise complaints with the majority of these about domestic noise. The reminder of the complaints mostly related to refuse on private property.
- **Deprivation** – According to the Indices of Deprivation 2004, approximately 31% of the borough super-output areas are amongst the 10% most deprived using the crime and disorder measure of deprivation. From the DETR Index of Deprivation 2000, which combines income, employment, health, education, housing and housing, Bowes Park is ranked amongst the top 20 percent most deprived wards in England.

3.0 The Myddleton Road Profile

The Enforcement Service has joined up with other council services and interest groups over several years to deal with problems arising in Myddleton Road.

3.1 HMO/Planning survey work undertaken in 2004 showed

- 143 properties surveyed
- 78 of these with residential accommodation above shops
- 54 conversions identified, 17 between the Palmerston Road and the railway boundary (key Area)
- Breaches of Planning legislation with only 7 of the 54 conversions granted planning permission.
- A significant number of unauthorised developments to support the private rented market need in the area.
- At least 9 HMOs with unsatisfactory shared basic amenities.
- 4 properties identified as being used for Asylum Seekers accommodation

- Problems of safe access and egress e.g. the accommodation associated with the timber yard.
- Myddleton Road is included within the Council's Restricted Conversion Zones.

3.2 Condition of the existing housing stock

- Poor internal and external fabric of residential buildings
- Incidence of empty dwellings
- Number of properties not meeting the Decent Homes Standard.
- Energy efficiency of buildings and household affected by fuel poverty
- Poor security measures of HMOs.

3.3 External conditions

- Shop fronts installations presenting planning/conservation issues.

3.4 Environmental factors/crime

- It is considered that the area suffers from extreme parking pressure and that this has a significant adverse effect on the residents and use of the local amenities.
- Safer Neighbourhood Team expanded to improve community policing.
- Issues of rubbish and drinking at the entrance of the New River Path and community garden.
- Lack of adequate waste storage provision of premises in multiple occupation.
- Open drug dealing occurring on the street.
- Notification of burglaries to the Police.

3.5 Local Housing market

- Significant housing market issues regarding, temporary accommodation, transience, property and tenancy turnover.
- Use of a number of properties for social housing i.e. private sector leasing or managed by Housing Associations (RSLs).

Appendix B – Bounds Green/Haringey Statistics – Key Figures for Housing

		Bounds Green	Haringey (London Borough)	London	England
Accommodation type: Flat; maisonette or ... of a converted or shared house (including bed-sits) (Household Spaces, Apr01) ¹	%	24.57	25.94	13.94	4.55
Changes of Ownership by Dwelling Price, Price Indicators by Dwelling Type: Flat – Mean (Dwellings, Jan02-Dec02) ^{1,4}	£	128,219	171,483	203,793	139,762
Amenities					
All Occupied Household Spaces (Households) ¹	Count	4,933	92,170	3,015,997	20,451,427
With central heating: Without sole use of bath / shower and toilet (Households) ¹	Count	95	1,298	20,519	66,706
Without central heating (Households) ¹	Count	437	8,014	234,644	1,744,144
Without central heating: Without sole	Count	43	725	11,441	32,739

use of bath / shower and toilet
(Households)¹ [i](#)

Housing Stock [i](#)

All Household Spaces (Households) ¹ i	Count	5,060	94,616	3,109,657	21,262,825
Unoccupied Household Spaces: Vacant household space (Households) ¹ i	Count	115	2,265	77,845	676,196

Occupancy Rating [i](#)

		Bounds Green i	Haringey (London Borough) i	London i	England i
All Households (Households) ¹ i	Count	4,933	92,170	3,015,997	20,451,427
Occupancy rating of + 2 or more (Households) ¹ i	Count	1,204	25,060	991,846	10,050,403

Tenure (KS18) [i](#)

All Households (Households) ¹ i	Count	4,933	92,170	3,015,997	20,451,427
Owner occupied: Owns outright (Households) ¹ i	%	16.78	16.22	22.05	29.19
Rented from: Housing Association / Registered Social Landlord (Households) ¹ i	%	13.20	10.52	9.09	6.05
Rented from: Private landlord or letting agency (Households) ¹ i	%	19.54	20.13	14.34	8.80
Rented from: Other (Households) ¹ i	%	3.73	3.78	2.93	3.22

Changes of Ownership by Dwelling Price [i](#)

Changes of Ownership by Dwelling Price, Number of Transactions by Dwelling Type: Flat (Dwellings) ^{1 2} i	Trend Data	Count	122	2,416	84,342	218,537
Changes of Ownership by Dwelling Price, Number of Transactions by Dwelling Type: Total Sales (Dwellings) ^{1 2} i	Trend Data	Count	251	4,534	173,281	1,261,536

Population Turnover Rates [i](#)

Inflow of Persons; All Ages (Persons) ^{2 1} i	Trend Data	Rate per 1000	92
Outflow of Persons; All Ages (Persons) ^{2 1} i	Trend Data	Rate per 1000	120

Age Groups – Summary [i](#)

Age Groups – Summary; All People (Persons) ¹ i	Count	10,905	216,507	7,172,091	49,138,831
Age Groups – Summary; Aged 20-44; years (Persons) ¹ i	%	47.08	46.81	42.72	35.31

Household Composition [i](#)

All Households (Households) ¹ i	Count	4,933	92,170	3,015,997	20,451,427
One person: Other (Households) ¹ i	%	24.85	25.53	22.04	15.70
One family and no others: Lone parent households: With dependent children (Households) ¹ i	%	10.10	9.82	7.60	6.42

Marital Status [i](#)

People aged 16 and over: Single (never married) (Persons) ¹ i	%	48.51	49.15	41.23	30.23
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Ref: 6

<http://neighbourhood.statistics.gov.uk/dissemination/LeadDatasetList.do?a=7&b=5942078&c=Bounds+green&d=14&g=335118&i=1001x1003&m=0&enc=1&domainId=7>

APPENDIX C: HARINGEY CRIME

Haringey Wards Figures – April-November 2006 compared to 2005

Ward	Domestic burglary	MV Interference	Robbery personal property	Bicycle Theft	Vehicle theft/TDA	Theft from vehicle	Theft from person	Criminal Damage	Wounding	Common Assault	Total
Highgate	-14.4%	-33.3%	0.0%	33.3%	-17.8%	49.5%	-15.4%	-35.8%	28.6%	30.8%	1.1%
Fortis Green	-32.6%	50.0%	50.0%	-60.9%	-14.9%	47.4%	111.1%	-32.7%	-22.0%	10.3%	-7.7%
Alexandra	-20.7%	-87.5%	-1.3%	-50.0%	-35.4%	19.2%	16.7%	-17.2%	-7.3%	35.7%	-9.0%
Muswell Hill	-22.2%	-71.4%	-43.1%	-45.2%	-17.0%	4.2%	20.0%	-36.0%	-6.0%	-42.3%	-20.5%
Hornsey	-1.7%	-100.0%	-16.7%	8.7%	-17.4%	-25.2%	183.3%	-29.3%	8.2%	2.6%	-12.9%
Crouch End	-46.5%	-90.9%	88.0%	16.0%	-32.0%	55.8%	89.5%	-27.1%	-26.9%	-22.2%	-8.0%
Stroud Green	44.9%	-71.4%	6.9%	-6.7%	-29.5%	21.5%	237.5%	-23.5%	-19.4%	-64.0%	1.7%
Bounds Green	-28.9%	0.0%	77.5%	40.0%	-6.4%	30.9%	25.0%	4.0%	-9.1%	-9.8%	6.6%
Woodside	-13.0%	-75.0%	20.0%	116.7%	-54.7%	9.6%	0.0%	-19.7%	-24.3%	-37.5%	-17.9%
Noel Park	59.4%	-100.0%	-36.7%	16.7%	-4.0%	-1.5%	-15.9%	-5.8%	-7.7%	-7.5%	-7.9%
White Hart Lane	-36.6%	0.0%	-25.9%	-66.7%	-38.8%	-8.2%	23.5%	-22.6%	-32.9%	-56.8%	-30.5%
West Green	-2.1%	-66.7%	-17.5%	10.0%	-47.8%	2.4%	0.0%	-9.6%	12.5%	-34.7%	-9.9%
Bruce Grove	-14.5%	-50.0%	-5.8%	50.0%	-28.6%	-17.4%	-15.6%	0.8%	-15.7%	-27.7%	-14.0%
Northumberland Park	2.3%	-66.7%	-21.6%	-14.3%	-17.8%	-21.3%	72.6%	-5.6%	-18.3%	9.2%	-8.1%
Tottenham Hale	20.5%	-75.0%	6.8%	90.0%	-35.1%	-37.2%	-6.9%	-12.0%	-15.8%	-7.3%	-11.7%
Tottenham Green	-18.8%	..	-57.1%	11.1%	-24.0%	-60.5%	-12.1%	-20.6%	-35.3%	-40.0%	-32.9%
Harringay	25.6%	0.0%	95.8%	-36.4%	-43.8%	-18.8%	67.2%	12.3%	8.8%	19.4%	16.2%
St Ann's	4.0%	0.0%	-29.1%	0.0%	-14.1%	-9.2%	54.3%	-31.5%	-12.8%	-52.0%	-14.6%
Seven Sisters	-9.0%	-100.0%	-40.4%	-56.5%	-12.3%	3.4%	-33.8%	-30.1%	-40.4%	51.5%	-22.5%
Total	-9.1%	-63.9%	-13.2%	-9.4%	-27.1%	0.2%	8.5%	-18.1%	-16.6%	-19.2%	

Note: Percentage changes for MV interference and Bicycle theft need to be read in context with actual number of crimes which are usually no more than 2 or 3.

.. Denotes that a percentage change could not be calculated because there were 0 offences in the previous performance year.

Bounds Green Ward Key Performance

Crime

BCS crime offences in Bounds Green ward have increased by over 6% compared to a 14.4% reduction throughout the borough between April and November 2006 compared to the same period last year. ASB related offences of Criminal Damage and Motor Vehicle Interference remained largely unchanged (the 4% increase in Criminal Damages offences was a result of only 4 additional offences). Burglary showed the greatest year-on-year reduction of 28.9% surpassing the 9.9% borough performance. However 'street-crime' type offences of Robbery of Personal Property (77.5%), Theft from Person (25%) and Theft from a MV (30.9%) all saw considerable increases. The Robbery increase is especially notable as most of the other wards have seen reductions and Haringey currently has an overall reduction of 17.3%.

Anti-Social Behaviour

Bounds Green ward was identified as one of the top three wards for Disorder CAD calls (calls requiring Police action relating to public disorder), non-domestic

noise complaints, abandoned vehicles between January and June 2006. Hotspot locations for Disorder CAD calls were located on the Myddleton Road area.

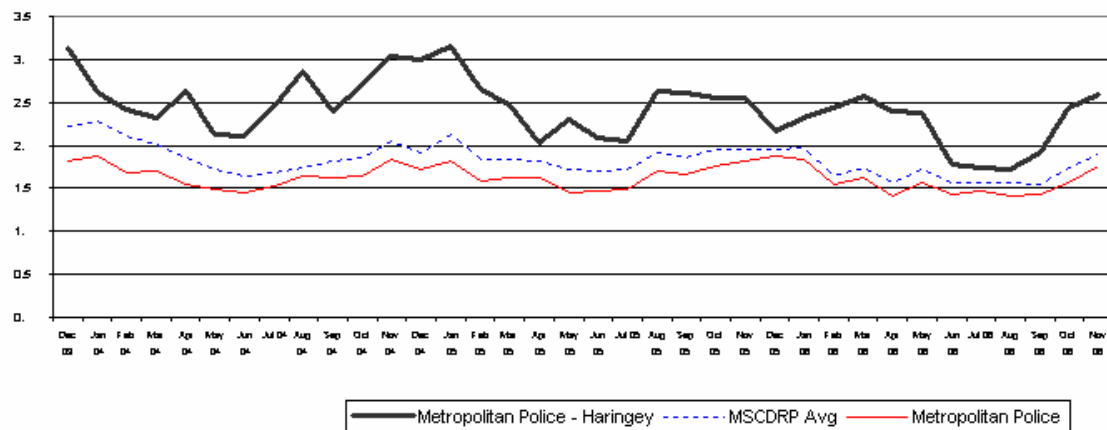
Borough performance

	Target 2006/07	PYTD (April-November)	November 2006 compared to November 2005	November 2006 compared to October 2006
BCS Comparator Crimes	4.1% reduction	14.4% down	13.2% down	3.8% up
Burglary	5% reduction	9.9% down	1.2% up	6.5% up

Key Points:

- There was a fall of 14.4% in the number of British Crime Survey (BCS) comparator crimes in the performance year to date compared with the same period last year.
- All of the BCS crime types have seen a decrease in the performance year to date, and most have decreased between November 2005 and November 2006. However, since the previous month, half of the crime types have seen increases between October and November 2006.
- Between October and November 2006, there was an increase of 3.8% in the BCS comparator crimes.
- Despite the decreases, Haringey has the highest incidence of burglary (6.93 crimes per 1,000 households), among its 'Most Similar' CDRPs¹.

Burglary per 1,000 households – comparison chart, Dec 2003 – Nov 2006



¹ iQuanta comparisons are made using Most Similar comparison groups. These groups provide a benchmark for comparison of crime rates with similar areas elsewhere in England and Wales. The Most Similar CDRPs to Haringey, making up the 'Haringey Family', are: the London boroughs of Brent, Croydon, Ealing, Enfield, Greenwich, Hackney, Hounslow, Lambeth, Lewisham, Newham, Southwark and Waltham Forest, plus Birmingham and Leicester.

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Report Title: **Recycling Strategy**

Forward Plan reference number (if applicable): **n/a**

Report of: **Stephen McDonnell, Assistant Director Streetscene**

Wards(s) affected: **All**

Report for: **Key Decision**

1. Purpose

1.1 The purpose of this report is to:

- propose the adoption of a Recycling Strategy for Haringey; and
- outline the options for developing the recycling collection service over the next two years.

1.2 The proposed Recycling Strategy for Haringey sets out a vision for recycling in Haringey in the period until 2020 and identifies the aims and objectives for delivering this.

1.3 Recycling collection services will need to be developed to achieve equitable services for all residents providing the opportunity to recycle the full range of materials as conveniently as possible. This will require the expansion of doorstep and near-entry collection services for residents in blocks of flats, including Homes for Haringey estates, and the development of kerbside collection services to capture the full range of materials. This report sets out the options for expanding and developing recycling collection services over the next two years leading into the tendering of a new Integrated Waste Management Contract due to commence in December 2009.

2. Introduction by Executive Member


2.1 The recycling collection service is one of the most high-profile and strategically important services provided by the Council. The introduction of statutory recycling targets, the Landfill Allowance Trading Scheme and the planned tendering of a new waste management contract to commence in December 2009 make it necessary for the Council to adopt a strategy for developing recycling collection services in Haringey. This strategy must provide a vision for recycling in Haringey and identify the aims, objectives and actions that will deliver the vision between now and 2020.

- 2.2 The Council has been able to meet past statutory recycling targets by rolling out new services with significant levels of funding provided by successful bids to various funding bodies and through mainstream funding. Two of the most important issues that now need to be addressed are the standardisation of collection services to collect the full range of recyclables and the provision of easy to use and convenient services to all households. This can be achieved by expanding doorstep and near-entry collections to all households in blocks of flats, including Homes for Haringey estates, and by developing the kerbside collection service to capture the full range of recyclable materials.
- 2.3 This report proposes the adoption of a Recycling Strategy for Haringey that sets out the vision for recycling services along with the aims and objectives that have been identified to turn the vision into reality. It also sets out the options for expanding and developing services in 2007/08 and 2008/09 which will build on the good progress already made in Haringey.

3. Recommendations

- 3.1 That the Recycling Strategy for Haringey is adopted by the Council and that it be reviewed and updated annually in consultation with the Lead Member for Environment. (para. 7.2.4).
- 3.2 That the Council considers the options presented in Section 7 of this report and agrees to adopt the option that will deliver services capable of meeting the expectations of residents, achieve higher recycling rates and compliance with the EU Landfill Directive (para. 8.7).

Report Authorised by: **Graham Beattie, Interim Director of Urban Environment**



Contact Officer: **Michael McNicholas, Acting Head of Waste Management**
 Tel: 020 8489 5661
 e-mail: michael.mcnicholas@haringey.gov.uk

4. Director of Finance Comments

- 4.1 This report presents a Recycling Strategy for Haringey and considers options to develop recycling services further. The capital and revenue costs associated with each option are detailed in the table below.

	Option 1 (Base Position)	Option 2	Option 3
	£000	£000	£000
Capital Cost	-	1,485	3,030
Additional Capital Requirement	-	1,485	3,030
Revenue Cost – Collection (a)	1,384	1,679	2,898
Additional Revenue Requirement	-	295	1,514
Net Revenue Cost/Saving – Treatment / Disposal (b)	-131	-2	-643
Total Net Revenue Cost (a + b)	1,253	1,677	2,255
Tonnage collected (tonnes)	13,000	19,760	19,760
Revenue cost per tonne	£96	£85	£114
Recycling performance	22-24%	28-30%	28-30%

- 4.2 It is anticipated that the additional services will be implemented over the next 2 financial years and the estimated phasing of capital and revenue costs are as indicated in the table below.

£000	Option 2		Total	Option 3		Total
	2007/08	2008/09		2007/08	2008/09	
Capital	1,080	405	1,485	1,950	1,080	3,030
Revenue	132	163	295	230	1,285	1,515
Total	1,212	568	1,780	2,180	2,365	4,545

- 4.3 The Council's budget process for 2007/08 to 2010/11 includes indicative bids for the additional capital and revenue requirements in respect of extending recycling services.
- 4.4 The capital and revenue costs identified above are in respect of collection services and treatment and disposal services. The treatment costs associated with option 2 are significantly more than option 3 as gate fees of £48 per tonne are payable for mixed multi-materials, whereas materials collected under option 3 can be sold and an income received. However, overall costs for option 2 are still lower than option 3 due to the much higher revenue costs associated with the collection services required under option 3.

- 4.5 The report also considers other measures which are likely to have a financial impact within this financial planning cycle. These include:
- the introduction of wheeled bins for collecting recycling materials, estimated capital cost of £2m,
 - fortnightly residual waste collection service estimated to deliver a saving of approximately £1m per annum. This is likely to be a consideration for the new integrated waste management contract and
 - extending recycling collection services to households in blocks of flats.
- 4.6 The introduction of these measures will be subject to further detailed reports to Members for approval.

5 Head of Legal Services Comments

- 5.1 The Council has a statutory duty to comply with targets in respect of recycling as set out by the Environmental Protection Act 1990 and subsequent government guidance.
- 5.2 To assist the Council in meeting these targets, Environmental Services Directorate has produced a Recycling Strategy for approval by Members.
- 5.3 When deciding which option to approve, Members will need to bear in mind these recycling targets, and the impact that the respective options will have on the environment.
- 5.4 The Head of Legal Services notes the contents of the report and advises that there are no legal reasons preventing Members from approving one of the options set out in the report.
- 5.5 In respect of the future waste management contract, Environmental Services Directorate should ensure that legal advice is sought at all stages of the procurement.

6 Local Government (Access to Information) Act 1985

- 6.1 Integrated Waste Management and Transport Contract with Haringey Accord Ltd
 North London Joint Waste Strategy 2004-2020
 Streetscene Pre-business Plan Review, 2007/08
 The EU Landfill Directive
 The Mayor's Municipal Waste Strategy
 Environmental Protection Act, 1990

7. Strategic Implications

7.1 Influences on Recycling Strategy

7.1.1 The Council stands at a critical point in the evolution of its recycling services. The current recycling collection service is likely to deliver a recycling rate of around 22% for this year, which would be on target based on locally set performance indicators. The same service is probably capable of delivering up to a maximum 24% recycling rate provided participation campaigns and communications strategies are successful in encouraging more residents to use the existing services.

7.1.2 However, recycling collection services need to be developed for four important reasons. These are as follows;

- current service provision is inequitable with residents in different parts of the borough experiencing different levels of service;
- to achieve rates of 35% recycling and composting by 2010 and 45% by 2015 as set out in the North London Joint Waste Strategy (NLJWS);
- the Government is considering a new round of statutory recycling targets and it would be prudent to plan now for Haringey's new statutory target to be increased in stages in line with the targets in the NLJWS; and
- the Integrated Waste Management and Transport Contract expires in December 2009 and the current range of recycling services may not transfer easily into the new contract that will replace it.

7.1.3 It is essential that a recycling strategy is developed that addresses these issues and that options for delivering the necessary changes and improvements to services are brought forward for consideration.

7.2 Recycling Strategy for Haringey

7.2.1 The Council needs to consider how to develop existing recycling service provision so that the above-mentioned issues are addressed. Appendix A attached to this report is the proposed Recycling Strategy for Haringey, 2006 to 2020. The Strategy maps out a vision for recycling in Haringey and identifies the following aims:

- to provide a high quality, convenient recycling service which is easy to use and meets the needs of residents;
- for all households in Haringey to have a kerbside, doorstep or near entry recycling collection with the ability to recycle the same range of materials;
- to educate residents and work with schools to educate young people about the impact of waste on the environment and promote waste minimisation and recycling as the way forward; and
- for the Council itself to lead by example through workplace recycling and 'green procurement' policies.

7.2.2 The Recycling Strategy for Haringey has two key objectives. These are:

- **Objective 1** - to achieve zero growth in waste arisings in Haringey in terms of BVPI 84, kg of waste generated per head by 2010/11, using 2005/06 baseline figures and
- **Objective 2** - to increase the amount of waste recycled and composted in Haringey to 35% by 2010/11 and 45% by 2020/21.

7.2.3 These aims and objectives are linked to the NLJWS which the seven north London Boroughs and the North London Waste Authority have all formally adopted. The Recycling Strategy for Haringey defines a range of actions that will need to be undertaken to achieve the stated objectives. The Strategy will need to be constantly reviewed and updated to adapt to changes in services, technology and statutory targets, and to ensure that it continues to meet the vision, aims and objectives set down.

7.2.4 It is recommended that the Recycling Strategy for Haringey is adopted by the Council and that it be reviewed annually in consultation with the Lead Member for Environment.

7.3 Options Analysis

7.3.1 In order to meet the first two of the four stated aims of the Recycling Strategy for Haringey, existing service provision will need to change. The two most important areas of service development are;

- doorstep and near entry recycling collection services for the full range of materials from properties in blocks of flats, including all Homes for Haringey estates; and
- provision of recycling collection services for the full range of materials to all kerbside properties.

7.3.2 The current household recycling collection services in Haringey fall into the following categories:

- kerbside sort, limited range of dry recyclable materials collected and sorted at the kerbside from approximately 40,000 households;
- green waste collection from 20,000 households that also receive kerbside sort collections;
- kerbside mixed multi-material service, full range of mixed materials, including green and organic waste, collected from approximately 35,000 households;
- doorstep and near-entry collection trial for the collection of mixed multi-materials from 6,000 Homes for Haringey households in blocks of flats, which commenced in November 2006;
- on-street banks, network of separate, limited-range material banks placed at strategic locations around the borough to service households, usually flats, that cannot have a kerbside collection; and
- collection of white goods through the free white goods collection service and the community clear up service.

In addition residents can recycle a wide range of materials at the Council's two Re-use and Recycling Centres in Tottenham and Hornsey.

7.3.3 The development of doorstep and near-entry collection services from Homes for Haringey estates in 2007/08 and 2008/09 is proposed as part of the 2007/08 Streetscene Pre-Business Plan Review process. Subject to approval, this would provide for the expansion of the trial of the doorstep recycling collections to include the collection of food waste from 3,000 Homes for Haringey properties and the setting up of a service to collect dry recyclable materials from 5,000 street facing blocks of flats, both from April 2007. The roll-out of doorstep and near-entry collection services to all remaining 10,000 properties in blocks of flats, has also been identified as part of the business planning process and, if approved, these services could commence in 2008/09. The split between doorstep and near-entry

collection roll out would be dependant upon the outcomes from the trial currently being conducted.

7.3.4 With regard to the kerbside collection service there are three potential options. These are as follows;

- option 1, no change, continue with current range of kerbside service provision;
- option 2, expand mixed multi-material collection service to all 75,000 kerbside properties and discontinue hand-sorted collections; or
- option 3, expand hand-sorted collection service to all 75,000 kerbside properties and discontinue mixed multi-material collection service.

7.3.5 The kerbside collection service plays a pivotal role in the overall recycling collection service as it makes the most significant contribution towards the recycling rate achieved in Haringey. It is also likely to have a major influence on the specifications set down in the new Integrated Waste Management and Transport Contract from 2009. Therefore, it is vital that development of this service is efficient, effective and sustainable. The options for the kerbside collection service and the relative advantages and disadvantages of each option are detailed below.

7.4 Option 1, No Change

7.4.1 Kerbside collection services are currently provided through a combination of hand sorted, mixed multi-material and green waste collections. The advantages of continuing with the current range of collection services are;

- no additional revenue expenditure required; and
- no additional capital expenditure required in the next 3 to 4 years.

7.4.2 The disadvantages of continuing with the current range of collection services are;

- the service received by residents is inequitable;
- the Council will not meet locally set targets or the targets set down in the North London Joint Waste Strategy;
- the Council will not be in a position to meet any new statutory recycling targets set by the Government;
- the current range of service provision would not be as clearly and easily specified within the new Integrated Waste Management and Transport contract as a borough-wide, single mode of operation collection service would be; and
- communications with residents are made difficult due to the different levels of service provided to different households.

7.5 Option 2, Expand Mixed Multi-material Kerbside Collections

7.5.1 The advantages of expanding mixed multi-material collections to all kerbside properties are:

- the service would offer the best value for money overall;
- the service received by residents would be equitable;
- a wider range of materials would be captured;
- the Council would be in a better position to meet locally set recycling targets and the targets set out in the NLJWS;
- the service could be easily specified within the new Integrated Waste Management and Transport contract;
- communications with residents would be much easier due to the consistent service levels across the borough; and
- the service can be adapted to use wheelie bins.

7.5.2 The disadvantages of expanding mixed multi-material collections are;

- additional revenue and capital expenditure would be required; and
- the materials collected would not have a saleable value and would attract treatment costs.

7.5.3 It has been estimated that this service could be provided through the deployment of nine split-back, refuse collection vehicles, with compaction capability and up to 10 tonnes payload, at one pass per week.

7.5.4 It is anticipated that option 2 would provide the potential for achieving a recycling rate of between 28% and 30%.

7.5.5 It should be noted that mixed multi-material recycling is delivered to the NLWA under their powers of direction. Whilst the Council seeks to work closely with the NLWA in developing recycling collection services, it is the NLWA that enters into contracts for onward processing and treatment of materials delivered by the seven north London Boroughs.

7.6 Option 3, Expand Kerbside Sort Collection of Multi-materials

7.6.1 The advantages of expanding kerbside sort collection of multi-materials are;

- the service received by residents would be equitable;
- a wider range of materials would be captured;
- the Council would be in a better position to meet targets set out in the NLJWS;
- the service could be easily specified within the new Integrated Waste Management and Transport contract;
- communications with residents would be much easier due to the consistent service levels across the borough; and
- the materials collected would have a saleable value and would not attract treatment costs.

7.6.2 The disadvantages of expanding kerbside sort collection of multi-materials are;

- the service does not offer as good value for money as option 2 for the same outputs;
- additional revenue and capital expenditure would be required and at a higher level than for option 2; and
- the service cannot be adapted to use wheelie bins.

7.6.3 It has been estimated that this service could be provided through the deployment of a total of twenty six service vehicles made up of sixteen kerbside sort plus two refuse collection support vehicles, and eight green waste refuse collection vehicles. The vehicle provision required is substantially higher than for option 2 because kerbside sort collections move at a slower pace than mixed multi-material collections, do not have compaction capability and carry only 2 tonnes payload. Without compaction capability kerbside sort collection vehicles would have insufficient capacity to hold the volume of cardboard and plastics being collected, hence the requirement for two support vehicles.

7.6.4 It is anticipated that option 3 would provide the potential for a recycling rate of between 28% and 30%.

7.6.5 It should be noted that hand-sorted materials are not currently under the power of direction of NLWA and the Council is currently able to make its own arrangements for selling these to achieve the best prices.

7.7 Other influencing factors

7.7.1 There are a number of other influencing factors which will need to be taken into consideration in deciding which option is the most appropriate for Haringey. These are;

- environmental sustainability;
- the new Integrated Waste Management and Transport Contract;
- use of wheelie bins for recycling collections; and
- depot facilities.

7.7.2 Environmental sustainability

7.7.2.1 The provision of recycling collection services has a distinct environmental impact in respect of the range of materials collected, the number of vehicles used to collect them and the transport, sorting and reprocessing of those materials after collection. It would be a very complex task to analyse all elements of the recycling process and there would be many factors to quantify in order to reach any conclusion over the full environmental impact of different collection options. In addition, the factors that affect environmental impact are subject to change almost on a daily basis and many of these are outside the control of the Council.

7.7.2.2 However, it is possible to make a comparison between the three options in terms of the environmental impact of CO₂ emissions for each of the collection services. Table A below shows the estimated level of CO₂ emissions created by options 1, 2 and 3.

Table A

	Option 1	Option 2	Option 3
Estimated level of CO ₂ emissions	526 tonnes per annum.	796 tonnes per annum	995 tonnes per annum

7.7.2.3 Table A shows that of the two options that are capable of delivering higher rates of recycling, the CO₂ emissions under option 2 are 25% lower than that for option 3. This is due to the higher number of vehicles deployed to provide the hand sorted service. The number of vehicles that would be deployed under option 3 would also increase the level of congestion in Haringey to a limited degree.

7.7.3 New Integrated Waste Management and Transport Contract

7.7.3.1 The current Integrated Waste Management and Transport Contract is due to expire in December 2009. The Waste Management Service will begin the process of creating a new integrated contract early in 2007. As the emphasis of waste management services changes from disposing of waste to recycling, it is vital that the savings that can be achieved from falling levels of waste can be recognised and reinvested in recycling services. This is only truly possible if both services are delivered under one, integrated contract so that the service provider can switch resources as a result of changing levels of waste and recycling, keeping overall service provision costs as low as possible. Therefore, the new Integrated Waste Management and Transport Contract is likely to include the provision of recycling

collection services and as such the option chosen going forward will potentially have a long-term impact.

- 7.7.3.2 A key consideration for the new contract will be whether Haringey should move towards fortnightly collections of residual waste. Boroughs that have introduced fortnightly residual waste collections have reported that savings have been recognised from doing so. Based on the information available the estimated level of savings could be around £1m per annum. This, and the possible inclusion of recycling collection services, would need to be considered as part of the scoping for the new Integrated Waste Management Contract. A scoping document will be brought to Committee later this year which will provide detailed proposals for the new integrated contract.

7.7.4 Use of wheelie bins for recycling collections

- 7.7.4.1 Of the three options available to the Council for kerbside collections, the only one which offers the opportunity to incorporate the use of wheelie bins to all households where this is practicable, is option 2. This is a significant consideration because wheelie bins offer;

- a more healthy and safe collection service;
- speedier collections where high recycling volumes may otherwise require multiple individual collection boxes; and
- best use of space where front gardens might not be large enough to store the number and range of recycling containers required for the full range of materials.

- 7.7.4.2 Should the Council decide to move towards fortnightly refuse and recycling collection services, the use of wheelie bins for both types of collection service would be a key consideration. Fortnightly collection services are not universally welcomed where they have been introduced but would be more likely to succeed if residents have been provided with separate containers which have sufficient capacity to hold all of their residual and recyclable waste. It has been estimated that introducing wheelie bins for kerbside recycling collections would cost £2m.

7.7.5 Depot facilities

- 7.7.5.1 The major implication of any decision to adopt either option 2 or 3 relates to the provision of depots to operate recycling collection services. Should the Council adopt Option 2 there is a real possibility that the Western Road depot currently used to operate the service may no longer be required. Western Road depot itself already has a limited life due to the plans for developing the Heartlands in the next 2 to 3 years. Its main operational use is currently as a bulking facility for separated materials from kerbside sort collections and bring banks, and for parking operational vehicles.

- 7.7.5.2 If Option 2 was pursued the need for the bulking facility would reduce substantially as most recyclables would be delivered direct to Edmonton and if the current network of bring banks for separated materials were converted to mixed multi-materials, Western Road would no longer be required as a bulking facility at all. Provided space could be found to park displaced service vehicles and accommodate operational staff at Ashley Road depot, Option 2 provides the Council with the possibility of selling Western Road and gaining a capital receipt with no requirement to purchase an alternative site. Should this depot strategy be adopted it would be necessary to invest capital in improving the infrastructure of Ashley Road

depot to accommodate the relocation of the recycling service, including vehicles and operatives.

7.7.5.3 Conversely, should the Council adopt Option 3, there is no possibility that the increased bulking activity and size of fleet could be accommodated either at Western Road or any similar sized site that may replace it in future. Therefore, any site which does replace Western Road would have to be substantially larger and would require capital investment in infrastructure. As a result the Council would need to make a substantial capital provision for a depot facility capable of sustaining this type of collection service.

7.8 Table 4 in appendix B provides an indication of the levels of capital expenditure or receipts that may be derived from the decision to adopt option 2 or 3.

8. Financial Implications

8.1 Appendix B attached to this report provides a breakdown of the capital costs for Options 1, 2 and 3. These costs include the proposed expansion of the doorstep collection trial to include food waste collections from 3,000 properties and the introduction of a collection service for 5,000 properties in street-facing blocks of flats. Table A below provides a summary of the key financial implications of options 1, 2 and 3.

Table A

	Option 1	Option2	Option 3
Revenue collection costs per annum	£1.384m	£1.679m	£2,898m
Net revenue collection & treatment costs / disposal savings per annum	£1,253m	£1,677m	£2,255m
Cost per tonne	£96	£85	£114
Additional revenue requirement for collection service	£0	£295k	£1,515m
Additional capital requirement for vehicles and containers	£0	£1,485m	£3,030m

8.2 Table A shows that, in terms of revenue and capital investment, Option 2 provides the best value for money in delivering the aims and objectives of the Recycling Strategy for Haringey.

8.3 If Option 2 or 3 were adopted the Waste Management Service would roll-out the new services phased over two years. Tables 2 and 3 of Appendix B show how the services and associated revenue and capital costs for year 1 and year 2 would be rolled-out.

8.4 Other factors that will affect the estimated costs of recycling and waste collections in future include:

- recycling credit scheme and tonnage-based levy
- the Landfill Allowance Trading Scheme (LATS)

- changes in gate fees and disposal costs

8.4.1 Recycling credit scheme and tonnage-based levy

8.4.1.1 The recycling credit scheme allowed for waste collection authorities to receive payments from waste disposal authorities for materials sent for recycling. Payments were based on the highest waste disposal cost that would have been charged had the materials been disposed of rather than recycled. The recycling credit scheme is in the process of being phased out and will no longer play a role in financial cost analysis after 2008. For this reason recycling credits have not been included in financial estimates for options 1, 2 and 3.

8.4.1.2 Instead of receiving recycling credits, Haringey will benefit from recycling through a lower levy from the NLWA as household waste disposal weights fall due to higher levels of recycling. In addition, the system of charging a levy based on number of council-tax band D properties is being phased out in favour of an actual tonnage-based levy. These factors together provide Haringey with an incentive to achieve higher recycling rates as the full effect of all of the potential savings from recycling will come back to Haringey.

8.4.2 Landfill Allowance Trading Scheme (LATS)

8.4.2.1 LATS is a system whereby Waste Disposal Authorities are issued with allowances for sending waste to landfill. Landfill allowances will be reduced over time to encourage more sustainable waste management policies like recycling, waste minimisation and re-use. At the moment the NLWA has spare allowances and these will be banked. It is difficult to predict, but over time these banked allowances could be sold to other authorities that may be in danger of exceeding their allotted allowances, which may generate additional income for NLWA. However as the value of LATS is not yet clear it is not possible to predict how much income will be generated. Nevertheless, it is likely that boroughs failing to achieve the reductions in landfilling required to meet allowances set by Government can expect to pay fines of around £150 per tonne. The cost of not complying with set allowances is not sustainable.

8.4.3 Changes in gate fees and disposal costs

8.4.3.1 The cost of disposing of residual waste in future can be expected to rise much faster than the gate fees for disposing of materials collected for recycling. This is because regulations for disposal of waste will make it more costly to treat and dispose of and because of the landfill tax escalator. Therefore, the value of the savings made by recycling instead of disposing of waste will increase over time. Options 2 and 3 estimate that there will be an increase in recycling tonnage of around 6,760 tonnes per annum. Based on this estimated increase in tonnage the Council would avoid additional landfill tax levy costs of £95,000 per annum by 2011/12 under plans to escalate the tax from the current level of £21 per tonne to £35 per tonne.

8.5 As referred to in Section 7.7.5 above, option 2 provides the potential to recognise a capital receipt from the sale of Western Road depot without the need to purchase a new site for bulking of sorted recyclable materials. Conversely, option 3 would require the capital purchase of a new site, larger than Western Road depot, to allow bulking of substantially higher volumes of recyclable materials than are currently handled.

- 8.6 In drawing up the financial estimates provided in this report a number of assumptions have been made. These are detailed in Appendix C attached to this report.
- 8.7 It is recommended that the Council considers the options presented in Section 7 of this report and agrees to adopt the option that will deliver services capable of meeting the expectations of residents, achieve higher recycling rates and compliance with the EU Landfill Directive.

9. Legal implications

- 9.1 The Legal implications arising from the recommendations in this report are outlined in Section 5 above.

10. Equalities

- 10.1 Options 2 and 3 are designed to provide comprehensive recycling collection services that give all residents and sections of the community the opportunity to recycle as many different materials as possible and as conveniently as possible.

11. Consultation

- 11.1 Homes for Haringey is regarded as one of our most important partners in delivering recycling services to residents. The Waste Management Service has consulted with Homes for Haringey with regard to the Recycling Strategy for Haringey. Consultation has also taken place in regard to the introduction of the trial of doorstep and near-entry collections to ensure that the properties chosen will give a good indication of how successfully the service can be rolled out to other locations.
- 11.2 During the summer of 2006, the Streetscene Business Unit held six focus groups with residents to gain feedback on Streetscene services. Residents were generally positive about the improvements in recycling services, but some were not clear about what they could recycle, where and how. There was a lack of understanding about the recycling process, especially mixed collections. There was some dissatisfaction when residents saw separated items being loaded onto collection vehicles together. Residents said they would welcome more communications. Options 2 and 3 would allow the Council to address many of the issues raised by the focus groups in a more uniform and comprehensive manner.
- 11.3 In drawing up the Recycling Strategy for Haringey, officers have visited other boroughs to see how their collection schemes work, learn from beacon councils for recycling and understand more about those who are already carrying out the types of service not currently being provided in Haringey.

12. Background

- 12.1 Recycling collection services in Haringey are currently provided through different collection methodologies in different parts of the borough which are capable of capturing different ranges of materials. The majority of the kerbside collection services provided have come on stream over the last 3 years and have been funded through a combination of grant and mainstream funding.
- 12.2 In July 2006 the Executive approved the recommendation to bring the Recycling Collection Service in house. The service came in-house on 23rd September 2006. The central drivers behind the decision to bring the service in house were that this would provide the Council with a better understanding of the cost of delivering the

service and it would provide the greatest degree of flexibility to deliver the recycling services that will meet strategic aims, government targets and residents' requirements. The provision of different collection methodologies through an in-house service has provided the Council with the opportunity to assess how each of these compare in a number of important ways. These are as follows:

- revenue and capital costs of collection services
- cost of / income from disposal
- number of households covered per round
- tonnage collected per round
- participation rates
- contribution to recycling rate
- challenges experienced in service delivery and
- depot provision requirement

12.3 Although the current recycling collection service has provided the opportunity for the Council to assess how each of these compare, it is also the case that the current services are not equitable. Some residents can recycle 4 materials (not including plastic and cardboard) from their doorstep through the hand-sorted kerbside collection service, complemented for some households with a green waste collection. Others residents can recycle 6 materials (including plastic and cardboard) from their doorstep through the mixed multi-material collection service. A trial of doorstep collections from blocks of flats commenced in November 2006, but in the meantime most residents in flats cannot recycle any materials from their doorstep and have to rely on the bring bank network to be able to recycle.

12.4 Residents who are interested in recycling are usually keen to recycle as many materials as possible. Residents are more likely to participate when the service provided is easy and convenient to use. The inequality of service in Haringey has prompted many residents to lobby the Council to expand the range of materials that are collected from them or, in the case of blocks of flats, introduce facilities that are more convenient to use. The inequality of service also means that the Council has to produce different communications material for different households and there has been some confusion amongst residents as to what can or can't be recycled. Such confusion can act as a disincentive to recycle and reduce participation and capture rates.

13. Conclusion

13.1 Haringey needs to consider the adoption of a recycling strategy to ensure that the recycling collection service is developed within a clearly understood framework which will deliver more equitable services that achieve higher rates of recycling. In addition, the strategy will need to focus on how services will be developed to fit effectively into the new integrated waste management contract, ensuring that the efficiencies to be gained from rising levels of recycling and falling levels of waste, are recognised and the savings returned to the Council.

14. Use of appendices

14.1 Appendix A – Proposed Recycling Strategy for Haringey

Appendix B - Tables 1, 2, 3 and 4 showing breakdown of costs.

Appendix C - Tables showing assumptions made in financial estimates

RECYCLING STRATEGY REPORT APPENDIX A

RECYCLING STRATEGY FOR HARINGEY

2006 – 2020



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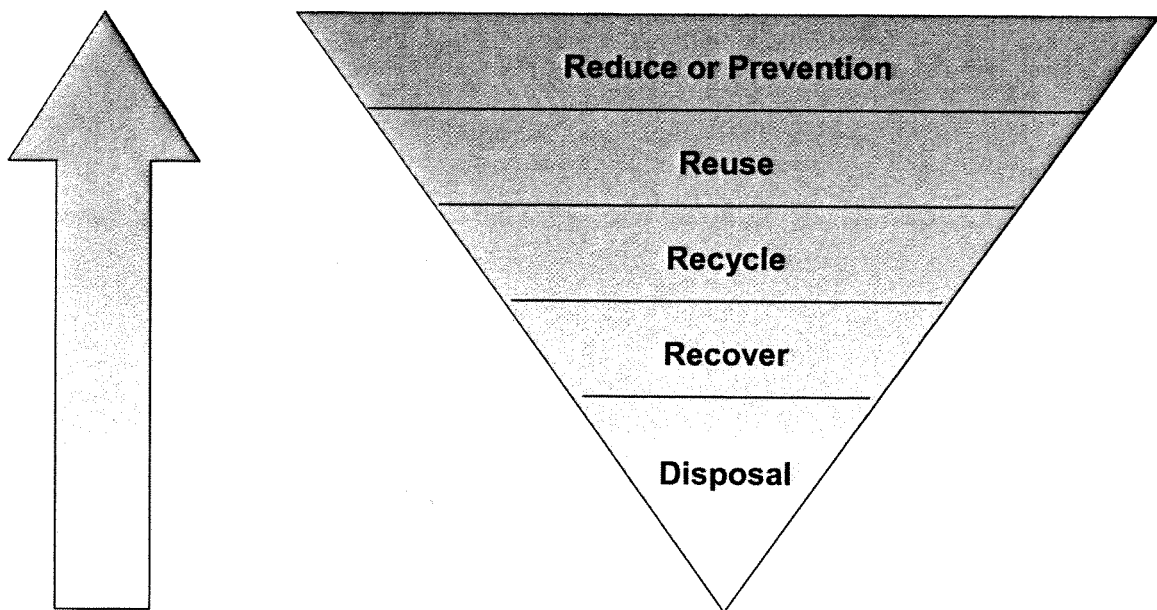
INTRODUCTION

Waste management faces tough challenges. In Haringey, nearly 85,000 tonnes of household waste are produced each year, equivalent to nearly a tonne of waste per home.

There are many ways of dealing with waste and reducing the amount which has to be disposed of. This is illustrated by the waste hierarchy below. The more environmentally friendly options are at the top of the hierarchy, with disposal being the least environmentally friendly option at the bottom.

This shows that it is better to produce less waste in the first place, but where waste does exist, it is better to reuse items (thus keeping it out of the waste stream). Recycling comes in the middle of the hierarchy and means that materials are reprocessed into new materials. This is followed by recovery which includes incineration which generates energy from waste. Disposal (to landfill) lies at the bottom of the hierarchy and we should aim for as little waste as possible to fall into this category.

Figure 1: The Waste Hierarchy



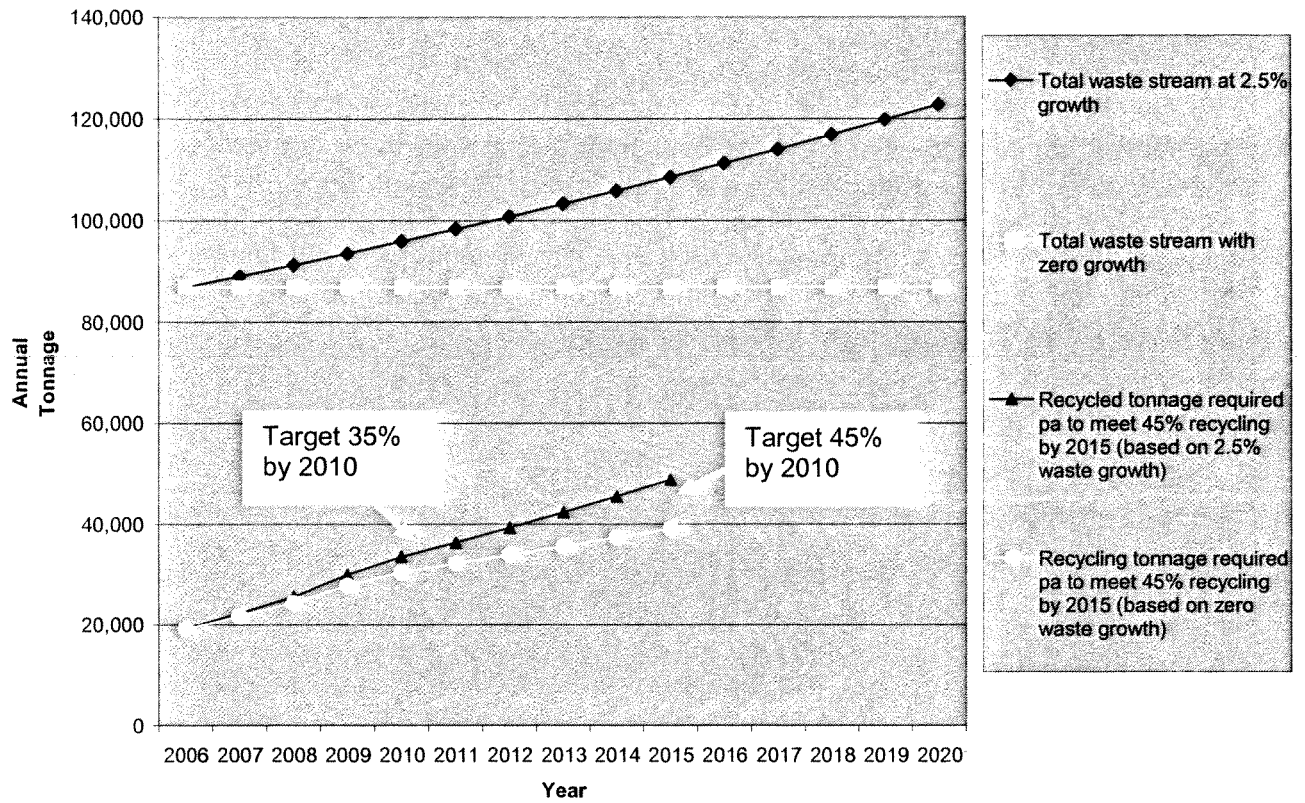
The amount of waste produced in North London has been climbing steadily at a rate of 2.5% over recent years. There are tough recycling targets in place for Local Authorities to ensure that as more waste is produced, there is an increased emphasis on recycling.

Without any attempt to reduce this trend of waste growth, by 2020 an extra 36,000 tonnes of waste will be produced each year. This is equivalent to a 40% growth in waste between 2006 and 2020.

The graph below illustrates this increase in waste until 2020, and shows the amount of recyclables that will need to be captured to meet recycling targets as set by Government

and as agreed with the North London Waste Authority. The graph also shows the effect of waste minimisation activities resulting in zero waste growth over the period until 2020.

Waste and recycling growth till 2020



THE WIDER WASTE FRAMEWORK

The following is an overview of regional, national and European strategies and legislation that are key drivers to Haringey's recycling service.

The Landfill Directive

The Landfill Directive came into force in 1999 with the aim of reducing landfilling, by encouraging Local Authorities to introduce strategies to reduce the amount of biodegradable municipal wastes going to landfill, and banning the landfilling of certain wastes such as tyres.

The Landfill Directive requires that the amount of biodegradable waste sent to landfill is reduced to 75% of 1995 levels by 2010, by 50% of 1995 levels by July 2013 and by 35% of 1995 levels by 2020.

Authorities are issued with an allowance for landfill, to help reduce reliance on disposal. Authorities can bank, borrow or trade their allowance, under the Landfill Allowance Trading Scheme (LATS).

- ❖ Bank – authorities which have surplus allowances can 'bank' them for use in future years (however allowances do expire at each of the target years, the first being 2010 which encourages authorities to use or lose spare allowances).
- ❖ Borrow – authorities which exceed their landfill allowance can borrow their future allowances whilst they put in place measures to meet their targets.
- ❖ Trade - authorities can trade or sell allowances with other authorities. This is a distinct financial incentive for authorities to increase the amount of waste which is recycled and composted and reduce the amount of waste disposed of via landfill.

Authorities which exceed their landfill allowances without trading credits as outlined above risk a fine of £150 for every tonne by which their allowance was exceeded. Furthermore, if England misses its overall targets then the EU can fine the Government £500,000 per day. This cost can be expected to be redistributed to those authorities failing to meet their landfill targets.

Allowances are allocated to Waste Disposal Authorities, which for Haringey is the North London Waste Authority (NLWA). However, Waste Collection Authorities such as Haringey need to work very closely with their disposal authorities to ensure that the allowance scheme works effectively and that LATS targets are met. Should the NLWA exceed its landfill allowances then the costs would be borne through the NLWA and recovered through the levy in proportion to amount of waste produced by the failing authorities.

The LATS targets provide a clear fiscal incentive for authorities to increase the amount of bio-degradable waste collected for recycling and/or composting, including food and green garden waste, and paper and cardboard.

Furthermore, waste produced by businesses (non-household waste) also contributes to the authority's tonnage so this provides an incentive for boroughs to reduce trade waste through recycling and composting schemes.

The introduction in Haringey of a kerbside food waste collection scheme will prove an important factor in reducing the amount of biodegradable municipal waste landfilled by the council and thus should be considered an important step towards the implementation of the NLWA's waste strategy.

Statutory Requirements

Recycling performance is subject to statutory targets. In 2005/6 Haringey's statutory target was to recycle 18% of households waste, which was exceeded with audited performance of 19.23% recycling for the year as a whole. Further statutory recycling targets are expected to be set by Government when the Waste Strategy Review is published in 2007.

Mayors Waste Strategy

Published in 2003, the Mayors Waste Strategy sets out a vision for London to help the city manage its waste better, so that its impact on the local and global environment and on London communities, economy and health is minimised.

In line with Government's 'Waste Strategy 2000' report, the Mayor's strategy sets out the following targets:

- ❖ To recycle or compost at least 25% of household waste by 2005
- ❖ To recycle or compost at least 30% of household waste by 2010
- ❖ To recycle or compost at least 33% of household waste by 2015

The NLWA Joint Waste Strategy

The seven North London boroughs, in partnership with the NLWA, have produced a joint waste strategy for 2004-2020. This was formally adopted by Haringey at full Council on 15th November 2004. This strategy will provide the policy basis for how Haringey Council will deal with its waste until 2020.

This Recycling Strategy has been developed in line with the agreed principles of the NLJWS which includes:

- ❖ Waste reduction and minimisation activities
- ❖ Support of waste reuse schemes
- ❖ Home and community composting initiatives
- ❖ Supply of a bring recycling system
- ❖ Continuous improvement of Reuse & Recycling Centres
- ❖ Provision of doorstep recycling services
- ❖ Recycling services for properties of multiple occupancy
- ❖ Minimising disposal to landfill.

The NLJWS also sets out challenging recycling targets for the partner authorities:

- ❖ To recycle or compost 35% of household waste by 2010.
- ❖ To recycle or compost 45% of household waste by 2015.

These targets play a key role in the direction of this Recycling Strategy for Haringey

Waste Electrical and Electronic Equipment (WEEE) Directive

New European legislation coming into force in July 2007 will prevent electrical items from being sent to landfill and these items must be recycled. This will effect all electrical household goods ranging from small electrical greeting cards to large household appliances.

Incentive Schemes & Compulsory Recycling

Haringey Council trialled an incentive scheme from November 2005 to March 2006 as part of a national pilot study organised by DEFRA. The Haringey scheme used a mixture of financial incentives, rewarding residents for using their green box, and community incentives, raising money for charities through increased recycling. The information below lists the various types of incentive scheme which can be applied to recycling:

- ❖ **Financial incentives** – individuals or communities are rewarded with a financial inducement to participate in a scheme e.g. prize draws, cash back incentives, cash rewards or discounts.
- ❖ **Community incentives** – appeal to people's good nature and willingness to do something good for the community or environment. For example, community rewards, pledges, charitable donations or rewards for schools.

Examples of Incentive Schemes – 'traffic light' schemes

Many Local Authorities have begun to use a 'traffic light' scheme to target contamination of recycling containers. This involves using yellow stickers to label bins which are contaminated, and red stickers to notify persistent contamination. This leads to the use of financial penalties, or the removal of refuse collection services from residents who continue to fail to separate recycling properly. Examples of these schemes are given below.

Recycle for Hampshire trialled a recycling rewards scheme in Portsmouth as part of the DEFRA Household Incentives Pilot Scheme. This was based on a 'traffic light' system to indicate to residents how well they were doing with recycling. The scheme was intended to combat contamination problems, and as such residents were notified through the use of green, amber and red scores about the content of their recycling bin (green meaning 'all recyclable', amber meaning 'some recyclable' and red meaning 'non-recyclable general waste'). Those residents who received a green score at least twice during the 3 month scheme were rewarded with a voucher to redeem for a leisure experience. As a result of the publicity circulated during the scheme and the incentives offered to residents, the rate of green scores rose from 36% at the beginning of the scheme to 70% at the conclusion.

Breckland Council in Norfolk has also trialled a contamination card system, where a red card was left when the recycling bin was heavily contaminated, and 'gold stars' were awarded when there was no contamination at all. These gold stars were collected at community centres and schools, and when a target number was reached they could be redeemed for a community benefit such as playground equipment. The scheme was deemed to be a success, in that the quality of recyclables improved and contamination reduced. Breckland Council is planning to use a modified version of the pilot elsewhere in the region as a means to reduce contamination.

Financial Penalties

Increasingly Local Authorities are looking to financial penalties to improve participation in recycling services. Using financial penalties individuals face a cost or levy for non-participation in a scheme, or additional costs for waste generation. For example, charging schemes such as for green waste or bulky waste collections, or compulsory participation such as fines for non-recyclers.

Many local authorities, including neighbouring authorities such as Barnet and Hackney are now moving towards compulsory recycling to encourage residents to recycle. Compulsory recycling is becoming accepted as an effective way to increase capture of recyclables with Barnet reporting an 28% increase in recycling tonnage.

LOCAL POLICIES AND OBJECTIVES

Recycling is a clear priority for the Council as demonstrated through key Council planning documents. A summary of Haringey's principle community and corporate documents are set out below. These key documents provide the golden thread for how we work and the services we deliver to our residents.

Haringey's vision and values

Haringey Council's vision is to improve the quality of life for everyone in the borough – putting people first, being bold in dealing with issues for the benefit of all.

Our values are:

- ❖ Service – we work for the good of all our diverse communities.
- ❖ Integrity – we keep our promises
- ❖ Improvement – we strive for excellence
- ❖ Passion – we are passionate about our work and proud of what we do.
- ❖ One council – we deliver by working together.

Haringey's Corporate Strategy

Our priorities are:

- ❖ Achieving excellent services - We have many excellent services - but we want all of our services to be of an excellent standard.
- ❖ Building safer and stronger communities - Our residents want and deserve to live in strong, safe communities, which is why building stronger, safer communities is a high priority for us and the partners we work with.
- ❖ Raising educational achievement - Our aim is to improve the life chances of all members of the community through Education. This is why we are constantly working hard to raise the level of educational achievement in the borough.
- ❖ Better Haringey - Better Haringey is a £5 million environmental improvement programme, launched in September 2003, to make Haringey Cleaner, Greener and Safer.
- ❖ Putting people first - We aim to provide the individual support people need to fulfill their potential, through targeted investment aimed at ensuring no one is disadvantaged because of where they live or their personal circumstances.

Local Area Agreements

Haringey's Corporate Strategy sets out the Haringey Strategic Partnership's drive to develop Local Area Agreements (LAA) which are three year agreements setting out the priorities for a local area agreed between Central government and local partners, including the council. One of Haringey's LAA priorities is to improving recycling performance, thus this strategy will continue to support this objective.

Haringey's Community Strategy

The Community Strategy 2003 -2007 is the overarching plan for the borough to improve the quality of life for people living, working, learning, visiting and investing in Haringey. This Strategy sets out the priorities of the Haringey Strategic Partnership (HSP).

These priorities are:

- ❖ Providing modern, better quality, accessible services for everyone who needs them.
- ❖ Creating safe and confident communities with less fear of crime and the ability to prevent crime and resist committing crimes.
- ❖ Creating a cleaner, greener environment with better transport and leisure opportunities.
- ❖ Raising achievement in education and creating opportunities for life long success.
- ❖ Narrow the gap between the east and west of Haringey by improving the most deprived neighbourhoods.

The next community strategy for 2007 – 2016 is currently being developed.

Corporate Performance Assessment

The Corporate Performance Assessment (CPA) for Haringey published in October 2006 recognises that 'specific priorities such as ... improving recycling have been agreed and shared with key stakeholders including residents. These priorities have been identified using feedback such as resident's surveys and engagement through the area assemblies to ascertain what matters most to local people'.

RECYCLING SERVICES IN HARINGEY

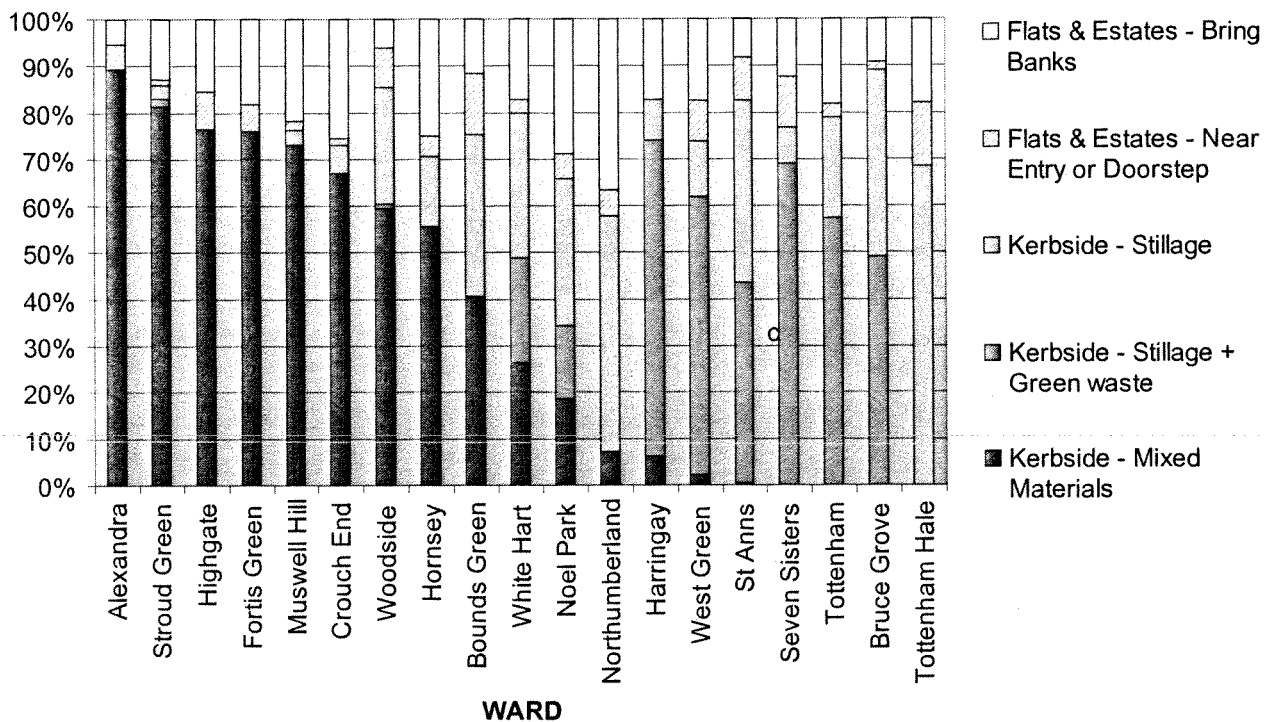
Haringey Council brought the majority of recycling services in house in September 2006. Some further services are provided by Haringey Accord Ltd.

Recycling and waste services in Haringey include:

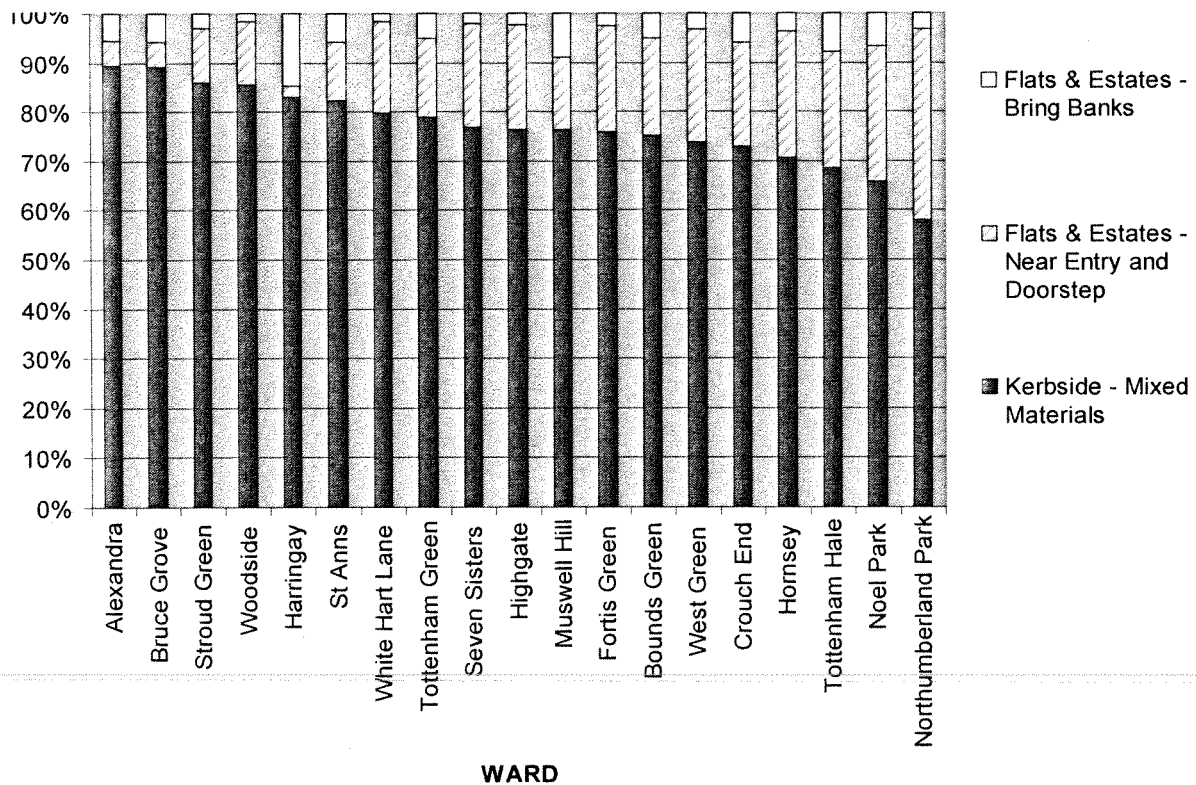
- A weekly kerbside collection of recyclables from 75,000 households, including:
 - Multi-material recycling collections for 35,000 households (40,000 by March 2007) including paper, glass, cans, cardboard, plastic bottles, green garden waste and kitchen food waste.
 - Kerbside sorted collections for paper, glass, cans and textiles for 40,000 households.
 - A separate green waste collection for 20,000 homes with the kerbside sorted collection service (fortnightly service in Autumn and Winter months).
- A network of 96 bring banks serving the 16,000 homes on housing estates, in blocks of flats, and flats above shops. This includes 17 special bring bank sites with landscaping and recycled artwork to enhance and promote the recycling message.
- Commuter recycling facilities for paper outside underground and rail station in the borough.
- A recycling collection of at least one material to 95% of Haringey's primary, secondary and special schools, plus composting at 41% of schools.
- Two Reuse & Recycling Centres collecting a wide range of materials.
- A free collection of white goods and other items including gas bottles, car tyres and IT equipment.
- Annual 'community clear up' collections of bulky waste from all homes with a front garden, with white goods collected separately for reuse and recycling.
- Home composting scheme offering subsidised home composting bins, and free bins for schools.
- 'Real nappy' scheme promoting cotton nappies to parents through a subsidy.
- A weekly collection of refuse.
- Street sweeping and graffiti removal services throughout the borough.
- Hazardous waste services contract with Corporation of London.
- A chargeable on-demand collection of bulky waste, an element of which is recycled after collection.

The graph below illustrates the breakdown of service types between the wards in Haringey. This illustrates the significant variation in service currently provided across the borough.

Graph illustrating the range of recycling services offered across Haringey's 19 wards



Graph illustrating the range of recycling services offered across Haringey's wards including the service improvements that are outlined in this strategy. This illustrates a reduced reliance on bring banks, with more households receiving mixed material collections at the doorstep and from near entry sites.



CONSULTATION AND FEEDBACK

2006/07 Streetscene Customer Satisfaction Focus Groups – Recycling Feedback

During the summer of 2006 six focus groups were held with Haringey residents to gain feedback on Streetscene services.

Ten residents were invited to each group; residents were selected from a contact list drawn from the 2005 Residents' Survey, according to age profile/ residency within the borough.

The group profiles are illustrated in the table below:

Group	Date	Age range	Area of residence	No of attendees
1	12 July 06	60+	Borough wide	6
2	12 July 06	25-44	East	6
3	13 July 06	45-64	East and Heartlands	9
4	15 Aug 06	Under 25	Borough wide	6
5	16 Aug 06	25-44	West	5
6	17 Aug 06	45-64	West	6

The findings of the consultation found that the improvements made to the recycling service have been seen as highly positive, and that it is almost a 'luxury' service.

However, as a result of the rapid service development and the differences in service provision across the borough, many residents are unclear about what they can recycle, where and how.

There is also a widespread lack of understanding about the recycling process, especially mixed collections, with some residents suggesting that it is re-sorted by hand in a sorting office. This is causing some dissatisfaction, when people see separated items thrown in together. Residents would welcome more communications.

The focus groups were held prior to the official opening of the Hornsey R&R centre. However, even at this stage, very few residents were aware of where their closest bring sites and R&R centres are. Some were travelling to neighbouring boroughs to deposit their recycling.

In order to further develop the recycling service, residents requested the following:

- A bigger recycling box and to combine smaller numerous receptacles
- All would like more materials collected. Those with the basic service would like collection expanded to include plastic, including bring sites to include plastic. Those with mixed collection request a wider range of plastic to be collected.
- Feedback on work within schools to encourage recycling is positive, and residents suggest that more can be done to engage parents this way, e.g. bring sites near schools

LEARNING FROM BEACON AUTHORITIES

The London Boroughs of Bexley and Sutton have been awarded Beacon Status for Waste Management. They are currently achieving the highest recycling rates in London at 37% and 30% respectively. They offer the following advice to authorities aiming to improve waste and recycling services:

- Communication is very important – make sure you have money to communicate in a variety of ways and always take up every opportunity you are given
- Achieve the backing of all Members for a common policy – if this isn't secured then it won't succeed
- Know your waste and recycling streams – make sure you have waste compositional data for the borough, showing the differences between areas and do this regularly as the waste stream will change. This will allow you to plan your services according to the wastes you are collecting.
- Encourage markets for recycle as a council – buy recycled goods from all sorts of materials and help to 'close the loop'.
- Enable people to recycle at home, work, school, community areas – anywhere they are likely to go so they can keep up the habit.
- The other waste management services provided by the Council need to be good otherwise residents will not trust your recycling service.
- Make sure you know the costs and savings on disposal for your scheme.
- Know your borough – the housing types, people etc – get good marketing data about them such as acorn classifications.
- Choose the right vehicles – involve the crews in this as they are the ones who operate them.
- Engage face-to-face with residents at every opportunity to provide opportunity for residents to comment. Use road shows, go to supermarkets, community halls, sports centres etc.
- When delivering a new scheme make sure the containers have been delivered properly.
- Set standards for the service that everyone can find or are told about.
- Trial new schemes in two completely different areas to get data from different environments.

OUR PARTNERS

There are several key organisations who will play an essential role in helping to deliver the aims of this strategy:

North London Waste Authority

The North London Waste Authority (NLWA) is the waste disposal authority for Haringey. The NLWA has a contract with London Waste Limited until 2014. The authority will 'coordinate all of its future waste and recycling contracts with Partner Authorities to identify the most appropriate moment for moving to a commingled collection of dry recyclables, and to enable the development of appropriate composting facilities'.

Waste is either incinerated at the London Waste Ltd site at Edmonton, or taken by train to landfill sites in Cambridgeshire and Bedfordshire. The site at Edmonton also has facilities for bulking of commingled recycling, and an In-Vessel Composting Plant for the process of organic waste.

Homes for Haringey

Housing in Haringey is managed through an Arms Length Management Organisation (ALMO) called Homes for Haringey (HfH). HfH will be a key partner to this strategy, both in its development, and its delivery. HfH manages 21,000 households, the majority of which are based on estates where kerbside 'green box' services are not suitable.

This strategy proposes services that are designed for housing estates, making services in these areas equitable with those provided in other parts of the borough.

Registered Social Landlords

Approximately 5,000 homes in Haringey are privately managed. Provision of recycling services for these homes, predominantly in properties in blocks of flats, requires the support of both residents and management agencies.

These blocks have historically been excluded from recycling services often due to the inadequate storage space for large numbers of green boxes. This strategy proposes a recycling service designed for such blocks to ensure the same level of service is provided to all residents in the borough.

Schools

The Recycling Team works closely with Haringey's schools, including primary, secondary, special and independent schools. Of the 87 primary, secondary and special schools in the Borough, 83 participate in a recycling service and 36 also compost on site. Recycling Officers regularly meet with schools and offer to present assemblies, give lessons and provide practical advice to help schools to recycle and reduce their waste.

Haringey recognises that where children learn to recycle at school, they often introduce the practice at home as well. This so called 'pester power' can help to raise participation in recycling services across the borough.

The NLWA is also developing a network of Waste Education Officers to meet and develop joint resources to co-ordinate and improve waste education across North London.

Restore

ReStore Community Projects is a registered charity which recycles and reuses domestic furniture and appliances for the benefit of people in need. Their key objectives are:

- ❖ To provide good quality low cost furniture and appliances to those in need.
- ❖ To provide training and employment opportunities, in particular those who are or have been homeless or those with other social needs.
- ❖ To help the environment through the reuse and recycling and appliances.

Haringey works in partnership with Restore to supply them with fridges and other white goods that can be reconditioned for reuse, and collecting reusable furniture from the borough's two Reuse & Recycling Centres.

OUR VISION

Through this strategy we aim to provide a high quality, convenient recycling service which is easy to use and meets the needs of our residents.

Our aim is for all homes in Haringey to have a kerbside, doorstep or near-entry collection of recyclables from their home. All homes will be able to recycle the same range of materials so that the service provided across the borough is consistent and equitable.

We aim to promote waste and recycling services and to educate residents about their waste responsibilities. Education through schools will continue to be an important link to the community by fostering the enthusiasm of the young who learn to recycle and school, and take this action back to their homes.

As a Council, we will lead by example by increasing the amount of our waste which is recycled, and to increase 'green purchasing' such as procuring recycled paper and other products. This helps to 'close the loop' and generate demand and markets for recycled materials.

Objective 1: To reduce overall waste arisings in Haringey.

Key target: To reduce household waste collected to 345Kg per person in Haringey by 2010/11.

Key target: To reduce household waste collected to 340Kg per person in Haringey by 2015/16.

Objective 2: To maximise the amount of waste recycled

Key target: To increase the amount of household waste recycled and composted in Haringey to 35% by 2010/11, of which 7% should be composted.

Key target: To increase the amount of household waste recycled and composted in Haringey to 45% by 2015/16, of which 10% should be composted.

HARINGEY'S CHALLENGES

The following pages demonstrate the key actions that are required to meet the targets set out above.

We have specific challenges in Haringey that we need to consider when planning our waste services:

Communications

Over 190 different languages are spoken in Haringey making it one of the most culturally diverse communities in the country. This brings specific challenges to ensuring that our communication with our residents are effective, particularly for those people for which English is not their first language.

Type and density of housing

A high proportion of homes in the borough are flats and multiple occupancy homes. 59% of Haringey's homes are in medium to high-rise flats. 46% of homes in Haringey do not have a garden, so are unsuitable for home composting and green waste collections. Many homes do not have front gardens to store recycling containers, or indoor space to store recyclables. The density of housing in some areas makes it difficult to provide communal recycling containers where they are most needed.

Levels of deprivation

Haringey has a diverse mix of some of the highest levels of deprivation in the country, with some of the most desirable neighbourhoods in London. 40% of Haringey's population live in wards that are amongst the 10% most deprived in the UK.

Transiency

Haringey has high levels of transiency, with 40% of residents moving on every 5 years. This means that messages regarding how to separate, store and present recyclables need to be reiterated regularly to ensure new residents are aware of waste policies and practices.

Levels of service

At present there are multiple levels of recycling service provided in the borough. This means that communications have to be specific to individual areas or even roads and cannot be produced at a borough-level. This limits the scope, value and effectiveness of communications at present and leads to confusion amongst residents.

ACTIONS

Objective 1: To reduce overall waste arisings

Key target: To reduce household waste collected to 345Kg per person in Haringey by 2010/11.

Key target: To reduce household waste collected to 340Kg per person in Haringey by 2015/16.

Action 1a: To provide and promote a subsidised home composting scheme to residents and schools.

Action 1b: To promote and subsidise Real Nappies as an alternative to disposable nappies.

Action 1c: To deliver a waste minimisation campaign, including promotion of the Mailing Preference Service, provision of 'No Junk Mail' stickers, and advice to reduce waste in the home.

Action 1d: To further develop the range of materials accepted at the Reuse & Recycling Centres to promote diversion of waste from landfill, and increase the volume which is reused and recycled.

Action 1e: To cease the collection of side waste from residential properties with wheeled bins in line with the introduction of an additional wheeled bin for recycling (action 2i). This is to promote use of recycling service and increase waste awareness.

Action 1f: To investigate the potential for reduced frequency collections of refuse.

Action 1g: To develop an on-line waste exchange, or 'Swap Shop' promoting reuse of items, and diversion from the waste stream.

Action 1h: To provide a bulky waste collection service for reusable items of furniture and appliances, in partnership with the community sector to promote reuse and diversion from the waste stream.

Objective 2: To maximise the amount of waste recycled

Key target: To increase the amount of household waste recycled and composted in Haringey to 35% by 2010/11, of which 7% should be composted.

Key target: To increase the amount of household waste recycled and composted in Haringey to 45% by 2015/16, of which 10% should be composted.

Action 2a: Provide an expanded multi-material kerbside recycling service to all houses, blocks of flats and estates, enabling plastic bottles, cardboard, paper, glass and cans (and more materials as reprocessing becomes possible) to be recycled.

Action 2b: Develop a multi-material recycling collection service for flats above shops.

Action 2c: Develop collections of food waste from households on estates, through doorstep collections and transport to an external composting facility, or through community composting initiatives based on the estate.

Action 2d: Enhance bring bank network to accept materials including plastic bottles, paper, glass, and cans. Add on-street facilities to recycle textiles and shoes.

Action 2e: To provide schools with an enhanced recycling service allowing for more materials to be collected, including paper, cardboard and food waste.

Action 2f: To enhance education work with schools and educational establishments.

Action 2g: To provide a free recycling collection to charities, faith groups, community centres, and places of worship, and to allow these groups to bring recycling to the Reuse & Recycling Centres.

Action 2h: To increase participation in recycling services, through effective communications and work of the Participation Team.

Action 2i: To provide wheeled bins for recycling to all suitable households.

Action 2j: To increase the range of materials accepted for recycling at the Reuse & Recycling Centres.

Action 2k: To segregate litter collected through street-sweepings into recycling and waste.

Action 2l: To develop Community Clear Up collections of bulky waste into two streams of materials, one for items which can be reused or recycled, and the other for waste materials.

Action 2m: To enhance the network of commuter recycling bins for paper with mini - recycling bins for plastic bottles, glass and cans, both on-street and in parks.

Action 2n: To incentivise recycling to residents through financial rewards, or fine residents who fail to participate in recycling services.

Action 1o: To introduce a recycling service for trade waste to help reduce the amount of biodegradable municipal waste being sent to landfill.

APPENDIX 1 – GAPS IN THE SERVICE REQUIRING ADDITIONAL INVESTMENT

The following table lists the actions outlined in this strategy which have not been accounted for in the Pre-Business Planning Review process for 2007/8. As such there is no funding allocated to delivering the key actions from the Recycling Strategy which are listed below. Where actions have been planned for in the Pre-Business Planning Review a reference is made to Appendix 2 where these actions and costs are covered in more detail.

Objective 1: To reduce overall waste arisings

Key target: To reduce household waste collected to 345Kg per person in Haringey by 2010/11.

Key target: To reduce household waste collected to 340Kg per person in Haringey by 2015/16.

ACTIONS OUTLINED IN STRATEGY	CURRENT PROVISION	ESTIMATE OF FUNDING REQUIRED
Action 1a: To provide and promote a subsidised home composting scheme to residents and schools.	Subsidised scheme funded by WRAP for 2006 and 2007	£50K per annum to continue subsidy of bins
Action 1b: To promote and subsidise Real Nappies as an alternative to disposable nappies.	£54 subsidy provided through NLWA.	£36k per annum for Real Nappy outreach worker
Action 1c: To deliver a waste minimisation campaign, including promotion of the Mailing Preference Service, provision of 'No Junk Mail' stickers, and advice to reduce waste in the home.	Limited campaign delivered through existing resources (NRF funding for Communications & Participation)	£20k per annum for 3 years to support waste minimisation communications and promotions.
Action 1d: To further develop the range of materials accepted at the Reuse & Recycling Centres to promote diversion of waste from landfill, and increase the volume which is reused and recycled.	Two Reuse & Recycling Centres in the borough. Hornsey site will have to relocate by June 2008 due to Hornsey Heartlands redevelopments.	Costs unknown until suitable site is identified.
Action 1e: To cease the collection of side waste from residential properties	Side waste is currently collected with domestic refuse collections.	This policy change may promote waste reduction and awareness. Savings made

with wheeled bins.			through reduced disposal costs may be offset by increased incidences of dumped rubbish.
Action 1f: To reduce domestic waste collections to fortnightly from 2010.		Domestic refuse collections are currently provided weekly.	Based on a cost of £3.7m/pa for refuse services, if these services were provided at a reduced frequency for 8 months of the year (continued weekly service during summer months), a saving of £1m could be achieved.
Action 1g: To develop an on-line waste exchange, or 'Swap Shop' promoting reuse of items, and diversion from the waste stream.		No current service provision.	£36K required for Waste Exchange Officer to develop and promote the service.
Action 1h: To provide a bulky waste collection service for reusable items of furniture and appliances, in partnership with the community sector to promote reuse and diversion from the waste stream.		Current bulky waste collection services have limited capacity to collect items for reuse, and the majority of items collected are disposed of.	Costs for implementing this change can be covered by making efficiencies to the current bulky waste collection services.
Total funding required to deliver these actions			£142K Revenue per annum

Objective 2: To maximise the amount of waste recycled

Key target: To increase the amount of household waste recycled and composted in Haringey to 35% by 2010/11, of which 7% should be composted.

Key target: To increase the amount of household waste recycled and composted in Haringey to 45% by 2015/16, of which 10% should be composted.

ACTIONS OUTLINED IN STRATEGY	CURRENT PROVISION	ESTIMATE OF FUNDING REQUIRED
Action 2a: Provide a multi-material recycling service to all houses, blocks of flats and estates, enabling plastic bottles, cardboard, paper, glass and cans to be recycled.	See <i>Appendix 2</i>	See <i>Appendix 2</i>
Action 2b: Develop a multi-material recycling collection service for flats above shops	Flats above shops are served by the network of bring banks around the borough.	A dedicated vehicle, driver and 2 operatives to provide a collection service of recyclables from flats above shops would require £130k capital investment, and £80K revenue (ongoing).
Action 2c: Develop collections of food waste from houses on estates, through doorstep collections and transport to an in-vessel composter, or through community composting initiatives based on the estate.	A bid has been made through the PBPR for this service to be provided to 3000 households on estates in 2007/8.	To extend collections to another 5,000 households on estates, and provide community composting schemes to 8,000 households would require £340 capital investment (rockets/ vehicles) and £380 revenue (staff/communications etc).
Action 2d: Enhance bring bank network to accept materials including plastic bottles, paper, glass, and cans. Add on-street facilities to recycle textiles and shoes.	Current bring bank facilities are serviced by 'crane' vehicles which lift the recycling out of the banks in large sacks. The banks are segregated for different materials and most sites accept glass, cans and paper.	To enhance the network of banks would require the purchase of two RCVs at a cost of £260k which would make the collections from banks more efficient and replace the work of 5 crane vehicles. The staffing of these vehicles could be covered using redeployment from crane vehicles.

		Savings would be made against maintenance and running cost of the redundant crane vehicle fleet, and reduced staffing required to service banks.
Action 2e: To provide schools with an enhanced recycling service allowing for more materials to be collected, including paper, cardboard and food waste.	Schools are currently provided with facilities to recycle paper, with some schools also recycling cardboard and/or cans.	To provide schools with a multi-material collection for both dry and food waste would require the purchase of 2 'duo' RCVs at a capital cost of £300k. Revenue costs for staffing would be £160K (2x drivers and 4x operatives).
Action 2f: To enhance education work with schools and educational establishments.	Currently one Recycling Officer spends 20% of their time on promoting recycling to schools and education work.	This project requires a dedicated Schools Environmental Awareness Officer at a cost of £36k per annum, plus an additional £10k per annum for resources.
Action 2g: To provide a free recycling collection to charities, faith groups, community centres, and places of worship, and to allow these groups to bring recycling to the Reuse & Recycling Centres.	There is currently no system in place to facilitate these groups to recycle through Haringey's collection systems. However, the waste produced by these groups is considered 'domestic' and therefore could contribute significantly towards recycling targets.	To expand recycling collections to include these centres would require an additional vehicle at a capital cost of £130k plus an annual revenue cost of £80K (driver + 2).
Action 2h: To increase participation in recycling services, through effective communications and work of the Participation Team.	The Participation Team currently consists of 4 staff who carry out a range of duties to promote recycling including door-knocking, survey work, leafleting and promotion at events.	An additional 2 members for the Participation Team would enable the team to reach more residents each month to help increase participation in services, and enable more effective distribution of service communications, at a cost of £40K per annum
Action 2i: To provide wheeled bins for recycling to all suitable households.	See <i>Appendix 2</i>	See <i>Appendix 2</i>
Action 2j: To increase the range of materials accepted for recycling at the Reuse & Recycling Centres.	At present, 20 different materials are recycled through Haringey's R&R centres.	It would require limited investment to increase this range as many manufacturers collect of pay for recyclable

		materials.	
Action 2k: To segregate litter collected through street-sweepings into recycling, and waste.	At present all litter collected through street sweepings are disposed of, which amounts to 650 tonnes per month. However, street sweepings are classified as domestic waste and could therefore be counted towards recycling targets if segregated.		
Action 2l: To develop Community Clear Up collections of bulky waste into two streams of materials, one for items which can be reused or recycled, and the other for waste materials.	Current bulky waste collection services have limited capacity to collect items for reuse, and the majority of items collected are disposed of.		
Action 2m: To enhance the network of commuter recycling bins for paper with mini-recycling bins for plastic bottles, glass and cans, both on-street and in parks.	Haringey currently has a network of 30 commuter recycling bins for paper only.	Purchase and installation of new recycling bins for other materials would £7K for 100 units. There would also be an impact on the capacity of vehicles used to make collections.	
Action 2n: To incentivise recycling to residents through financial rewards, or fine residents who fail to participate in recycling services.	Haringey trialled an incentive scheme in the borough in 2005/6 at a cost of £118k over 6 months.	A further incentive scheme could be developed at a cost of £50k per annum.	
Action 2o: To introduce a recycling service for trade waste.	No service provided though Haringey Accord Limited are proposing to start a service in January 2007.	The cost of providing this service would be covered by Haringey Accord Ltd though their charging mechanism for trade waste collections.	
Total funding required to deliver these actions		£836 Revenue, £827K Capital	

APPENDIX 2 – REVENUE AND CAPITAL RECYCLING BIDS MADE AS PART OF THE STREETSCENE PRE-BUSINESS PLAN REVIEW – 2007/08

The table below illustrates the key proposed service improvements identified as part of the Pre-Business Planning Review for 2007/8 that are required to deliver the objectives of the this strategy.

Note: The costs outlined in the table below are as submitted in the Pre-Business Planning Review, and are yet to be confirmed. This will be subject to the Recycling Report being submitted to the Executive Advisory Board in December 2006.

ACTIVITY	TIMESCALE FOR INTRODUCTION	COST		IMPACT ON LEVEL OF SERVICE & PERFORMANCE	JUSTIFICATION OF RECOMMENDATION
		YEAR 1	YEAR 2		
Expansion of multi-material recycling collections to all properties with a kerbside collection, including blocks of flats	2007/8	£1.6m Capital £200K Revenue	£50k Capital £230k Revenue	<p>This funding would increase the number of households receiving the multi-material recycling service from 40,000 to 80,000.</p> <p>Estimated increase in recycling rate is 7.2% (5,843 tonnes) per annum.</p>	<p>Providing an equitable service: All properties eligible for a kerbside collection receive the same level of service, including collection of plastic bottles and cardboard, green and food waste.</p> <p>Blocks of flats: This bid includes a specific service for blocks where green boxes are not suitable, thus providing a new service for these 5,000 properties.</p>
Provision of food waste collections from 3,000 estates properties	2007/8	£85k Capital £95K Revenue		<p>This funding would provide a new service to the 3,000 households on estates which receive a doorstep multi-material recycling collection as introduced in 2006/7.</p> <p>Estimated increase in recycling rate is 0.1% (80 tonnes) per annum.</p>	<p>Providing an equitable service: To diversify the range of materials collected as part of the pilot doorstep collections from housing estates, in line with the service provided to properties with the 'green box' kerbside service.</p>

Provision of recycling containers	2007/8	£30k Capital	£30k Capital	This funding would provide recycling containers to replace lost, damaged and stolen units, and to provide containers to new properties.	Maintenance of service: This investment is required to maintain the current level of service and to ensure all eligible households can participate in the recycling service.
Expansion of estates doorstep recycling collections to all households	2008/9	£352k Capital £280k Revenue	Additional £15k Revenue	This funding would increase the number of households on estates receiving a doorstep or near-entry multi-material recycling collection from 6,000 to 15,000. Estimated increase in recycling rate is 2.5% (2,000 tonnes) per annum.	Providing an equitable service: To provide a multi-material recycling service to all residents in the borough which is equitable regardless of the type of household in which they live.
Provision of wheeled bins for recycling	2008/9	£2m Capital		This funding would provide wheeled bins for 80,000 households to present dry multi-material recycling, as an improvement to the borough-wide multi-material service improvement (as above). Estimated increase in recycling rate is 1-2% (800-1,600 tonnes) per annum.	<p>Health & Safety: Wheeled bins for collection of recycling is safer for operatives and reduces manual handling.</p> <p>Customer Satisfaction: Improve the image of the recycling service which can suffer from untidy or overflowing green boxes. Resident demand for larger containers for recycling is strong.</p> <p>Performance: Provision of larger containers for recycling will encourage higher levels of participation and capture rate of recyclables.</p>

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Table 1 - Cost Analysis of Different Kerbside Recycling Collection Systems

	Option 1			Option 2			Option 3		
	11 collection rounds comprised of 6 mixed multi-material rounds and 5 kerbside sort rounds			11 collection rounds comprised of 9 mixed multi-material rounds (borough-wide service), 1 street-facing blocks of flats round & 1 estates doorstep food waste round			28 collection rounds comprised of 16 kerbside sort rounds (borough-wide service), 2 kerbside sort support rounds, 8 green/food waste rounds, 1 street-facing blocks of flats round & 1 estates food waste round		
Revenue costs	Total per annum	Impact on level of service		Total per annum	Impact on level of service		Total per annum	Impact on level of service	
Operational Team	£1,155,000	Multi-material rounds serve 6,600 properties per week each. Kerbside sort serve 7,000 properties per week each.		£1,075,000	Multi-material rounds serve 8,300 properties each per week, blocks of flats round serves 5,000 properties per week, food waste round serves 3,000 properties (inc 80,000 households (inc blocks of flats) receive the multi-material service including plastic bottles and cardboard, so service is equitable across the borough.		£2,740,000	Kerbside sort rounds serve 4,600 households per week each, green/food waste rounds serve 3,400 households per week each, blocks of flats round serves 5,000 households per week, food waste round serves 3,000 properties (inc. 80,000 households (inc. blocks of flats) receive a kerbside sort collection including plastic bottles and cardboard so service is equitable across the borough. 2 vehicles instead of 1 are required to collect same range of materials as option 2.	
Vehicle running costs for fleet	£148,000	No change - 40,000 hh receive mixed multi-material service; 35,000 receive kerbside sort service with limited materials collected. Service is not equitable across the borough. No service for blocks of flats.		£224,000			£280,000		
Fuel for fleet	£135,000	£16K pa for mixed material rounds, £6K pa for sillage		£210,000	£19K pa		£291,000	£10K pa per vehicle	
Unfair wear and tear for fleet	£45,000	£5K pa for mixed rounds, £2K pa for sillage		£70,000	£5K pa per vehicle		£75,000	£15K pa for green waste vehicles, £8K pa for sillages	
Support costs	£0	Communications and staffing to support service changes		£100,000	Communications and staffing to support service changes		£100,000	Communications and staffing to support service changes	
Income generated from sale of recyclable materials	Total revenue cost of kerbside service		£1,483,000	Total revenue cost of kerbside service		£1,679,000	Total revenue cost of kerbside service		£3,486,000
	Sorted paper: -£40 per tonne, assuming 30 tonnes per week.		-£62,400				Sorted paper: -£40 per tonne, assuming 148 tonnes per week.		-£307,840
	Sorted glass -£15 per tonne, assuming 18 tonnes per week.		-£14,040				Sorted glass -£15 per tonne, assuming 74 tonnes per week.		-£57,720
	Sorted cans -£950 per tonne aluminium; £40 for steel, assuming 1,230.4 tonnes respectively per week.		-£22,738				Sorted cans -£950 per tonne aluminium - £40 for steel, assuming 2,5/5.5 tonnes respectively per week		-£134,940
							Sorted plastic bottles -£100 per tonne, assuming 10 tonnes per week.		-£52,000
Net Collection Costs	Total income		-£59,178	Total income		£0.00	Total income		-£587,600
	Net revenue collection cost		£1,383,823	Net revenue collection cost		£1,679,000	Net revenue collection cost		£2,898,400
	Extra revenue required		£0	Extra revenue required		£295,178	Extra revenue required		£1,514,578
Treatment costs	Mixed materials: £48.35 per tonne, assuming 135 tonnes per week.		£339,417	Mixed materials: £48.35 per tonne, assuming 255 tonnes per week.		£641,121	No mixed materials		
	Green/ food waste: £53 per tonne, assuming 65 tonnes per week.		£179,140	Green/ food waste: £53 per tonne, assuming 125 tonnes per week.		£344,500	Green/ food waste: £53 per tonne, assuming 125 tonnes per week.		£344,500
	Total Treatments costs		£518,557	Total Treatments costs		£985,621	Total Treatments costs		£344,500
Disposal Savings	Saving of £50t disposal cost for 250 tonnes of recyclables per week		-£650,000	Saving of £50t disposal cost for 380 tonnes of recyclables per week		-£988,000	Saving of £50t disposal cost for 380 tonnes of recyclables per week		-£988,000
Net Treatment Costs / Disposal savings	Net treatment costs / disposal savings		-£131,443	Net treatment costs / disposal savings		-£2,379	Net treatment costs / disposal savings		-£943,500
Total Costs	Multi-material rounds 200 tonnes per week, 50 tonnes for sillage		13,000	380 tonnes per week		19,760	380 tonnes per week		19,760
	Total (net) cost per tonne		£96	Total (net) cost per tonne		£85	Total (net) cost per tonne		£114
	Net revenue collection & treatment costs / disposal savings		£1,252,380	Net revenue collection & treatment costs / disposal savings		£1,676,621	Net revenue collection & treatment costs / disposal savings		£2,254,900

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Table 2 - Breakdown of costs required for Option 2 - Year 1 and Year 2

Option 2					
11 collection rounds comprised of 9 mixed multi-material rounds (borough-wide service), 1 street-facing blocks of flats round & 1 estates doorstep food waste round					
	Year 1 - 2007/8		Year 2 - 2008/9		Total over 2 years
Revenue costs	Note: Year 1 Rev costs are part year (based on 6 month period to roll-out service)		Total per annum		Total per annum
Service development	Roll-out of 1 mixed-material round, and 1 round for blocks of flats and roll-out of food waste collections from 3000 households on estates				
Operational Team	No extra staff required - redeployment of existing crews, saving of 4 operatives.		-£40,000		-£40,000
Vehicle running costs for fleet	£8.8K extra for 2 vehicles, plus £16K for 2 new vehicles		£24,800		£76,000
Fuel for fleet	£9K extra for 2 vehicles, plus £15K for 2 vehicles		£24,000		£75,000
Unfair wear and tear for fleet	£3K extra for 2 vehicles, plus £5K for 2 vehicles		£8,000		£25,000
Support costs	Communications and staffing to support service changes		£90,000		£100,000
Reduction in Income	Loss of sale of recyclables		£24,795		£99,178
Revenue Total	Total revenue cost of kerbside service		£131,595		£295,178
Capital Investment required	New vehicles for expanded multi-material collections £390K recycling containers (food waste boxes and caddies, green boxes, garden waste bags and bulk containers) for expanded collections £575K; additional containers to support kerbside service £30K, vehicle for estates food waste collection £70K, and containers for estates service £15K.		£1,080,000		£1,485,000
	New vehicles for expanded multi-material collections £405K; recycling containers purchased in Year 1 so £nil;				£405,000

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Table 3 - Breakdown of costs for Option 3 - Year 1 and Year 2

Option 3				
28 collection rounds comprised of 16 kerbside sort rounds (borough-wide service), 2 kerbside sort support rounds, 8 green/food waste rounds; 1 street-facing blocks of flats round & 1 estates food waste round				
	Year 1 (2007/8)	Total per annum	Year 2 (2008/9)	Total per annum
Revenue costs	Note: Year 1 Rev costs are part year (based on 6 month period to roll-out service)			Total over 2 Years
Service development	Roll-out of 8 kerbside sort rounds, with 1 support vehicle, and 1 round for blocks of flats, 1 round for food waste collections on estates		Roll-out of 8 kerbside sort rounds with 1 support vehicle	
Operational Team	Some redeployment of existing crews. Need additional 4 drivers and 9 operatives	£140,000	Additional 13 drivers + 49 operatives	£1,445,000
Vehicle running costs for fleet	£10K per vehicle	£75,000	£10K per vehicle with savings against existing fleet maintenance	£57,000
Fuel for fleet	Increase in fuel costs for increased fleet size	£39,000	Increase in fuel costs for increased fleet size	£117,000
Unfair wear and tear for fleet	£3K pa per vehicle	£7,500	£3K pa per vehicle	£22,500
Support costs	Communications and staffing to support service changes	£90,000	Communications and staffing to support service changes	£10,000
Generation of income from sale of recyclables	Increased sale of recyclable materials	-£122,106	Increased sale of recyclable materials	-£366,317
Revenue Total	Total revenue cost of kerbside service	£229,395	Total revenue cost of kerbside service	£1,285,184
Capital Investment required	10 stillage vehicles at £90K; 2 support vehicles at £60K; 2 new RCVs for green waste at £120K; recycling containers (food waste boxes and caddies, green boxes, garden waste bags and bulk containers) for expanded collections £575K; additional containers to support kerbside service £30K, vehicle for estates food waste collection £70K, and containers for estates service £15K.	£1,950,000	10 stillage vehicles at £90K, 1 support vehicle at £60K, 1 new RCV for green waste at £120K; recycling containers for expanded collections £nil as bid in Year 1.	£3,030,000

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Table 4 - Options Analysis of Capital Cost Implications of Different Kerbside Recycling Collection Systems

	Option 1		Option 2		Option 3	
	11 collection rounds comprised of 6 mixed multi-material rounds and 5 kerbside sort rounds		11 collection rounds comprised of 9 mixed multi-material rounds (borough-wide service), 1 street-facing blocks of flats round & 1 estates doorstep food waste round		28 collection rounds comprised of 16 kerbside sort rounds (borough-wide service), 2 kerbside sort support rounds, 8 green/food waste rounds; 1 street-facing blocks of flats round & 1 estates food waste round	
Capital Investment required	None - £910K investment already made in 7 new vehicles	0	New vehicles for expanded multi-material collections £795K; recycling containers (food waste boxes and caddies, green boxes, garden waste bags and bulk containers) for expanded collections £575K; vehicle for estates food waste collection £70K; containers for estates service £15K; additional containers to support kerbside service £30K.	£1,485,000	20 stillage vehicles at £90K, 3 support vehicles at £60K, 3 new RCVs for green waste at £120K (utilising existing multi-material fleet £910K); recycling containers (food waste boxes and caddies, green boxes, garden waste bags and bulk containers) for expanded collections £575K; vehicle for estates food waste collection £70K; containers for estates service £15K; additional containers to support kerbside service £30K.	£3,030,000
Investment in Operational Depot	Continued use of Western Road Recycling Depot, however this will need to be relocated in next 2-3 years due to Haringey Heartland Regeneration Programme	Nil	Possible credit note from sale of Western Road depot which would no longer be required for bulking of recyclables. A much smaller area would be required for parking the recycling fleet, which could potentially operate out of Ashley Road depot. However, requirements for a replacement site would be simpler than required for option 3 and may generate a credit note for the Council from the sale of Western Road.	£3m Reciept	Larger recycling depot required for processing increased volume of sorted materials from kerbside and bring banks. Relocation from Western Road to a larger site required. Purchase of new site as existing depot at Ashley Road would not be suitable for this operation.	£7m Expenditure

Appendix C - Recycling Strategy Report, Risks and Assumptions

Description	Assumption / Risk	Control measures /Risk levels
<p>Recycling Strategy Objective 1, BVPI 84 zero waste growth by 2010/11 compared to 2005/06</p>	<p>BVPI 84 2005/06 outturn figure was 365 kg per head of population.</p> <p>There is a general trend of household waste growing at 2 to 3% per annum. If this continued BVPI 84 figure would increase to between 401 & 423 kg per head.</p>	<p>Adoption of NLWA Waste Minimisation Plan.</p> <p>Creation and implementation of waste minimisation action plans identified in Recycling Strategy for Haringey</p> <p>Risk of not achieving zero waste growth: Medium</p>
<p>Recycling Strategy Objective 2, increase recycling rates to 35% by 2010/11 and 45% by 2020/21</p>	<p>To achieve 35% target will require:</p> <ul style="list-style-type: none"> • Waste minimisation campaign, • Dry recyclable, green and organic kerbside, doorstep or near entry collections to 95% of households, • Sustained participation campaigns, possibly using incentives. <p>To achieve 45% target will require all actions identified to achieve 35% target and additionally:</p> <ul style="list-style-type: none"> • Fortnightly residual waste collections • Achieving 60% landfill diversion rates at R & R centres • Achieving minimum 65% landfill diversion rates from recycling and composting collection service • Further post-collection recycling and composting by NLWA • Extensive public awareness campaign to increase participation levels possibly including rebates for residents. 	<p>Estimated that implementation of Option 2 or 3 will contribute towards achieving up to 30% recycling rate.</p> <p>Additionally, roll-out of doorstep and near-entry collections to all households in blocks of flats, implementation of waste minimisation plans and extensive participation campaigns will contribute towards achieving 35% recycling rate.</p> <p>Risk of not achieving 30% recycling rate: Low (provided option 2 or 3 is implemented)</p>
<p>Option 2</p>	<p>Estimate 9 split-back vehicles required to service 75,000 kerbside properties. Current coverage level of 6 split back vehicles collecting from 40,000 properties. Option 2 requires increase in no. of households serviced per vehicle increasing from 6,600 per week to 8,300 households per week. It is envisaged that this increase can be managed by:</p> <ul style="list-style-type: none"> • ensuring that new rounds are arranged to be as efficient as possible with little or no down time travelling between sites • roll-out is expected to result initially in lower overall levels of participation compared to existing participation levels in this service. 	<p>Phased implementation to determine what levels of participation are achieved in areas where new services are rolled out will allow continuous assessment of services.</p> <p>Higher than expected participation levels could result in a re-evaluation of estimated vehicle round requirements. This would be considered as part of the Pre-Business Plan Review for 2008/09.</p> <p>Risk of higher vehicle/round requirement: Low to Medium</p>

Option 3	<p>Estimate of 28 collection rounds made up of 16 kerbside sort, 2 kerbside sort support for cardboard and plastics, and 8 green/organic rounds. This type of service is not provided in the borough at the moment so no direct comparison is possible.</p> <p>However, current kerbside sort rounds (which do not collect plastics and cardboard) service 7,000 households per week each. Under option 3 it is estimated this would fall to 4,600 properties per week each due to the following factors: collection crews would be expected to move more slowly due to the additional materials that would be collected compared to the current service</p> <ul style="list-style-type: none"> roll-out is expected to result in higher overall levels of participation compared to existing participation levels in this service. 	<p>Phased implementation to determine what levels of participation are achieved in areas where new services are rolled out will allow continuous assessment of services.</p> <p>Lower than expected participation levels could result in a re-evaluation of estimated vehicle round requirements. However, campaigns to increase participation would be undertaken before any consideration of removal of rounds.</p> <p>Risk of higher vehicle/round requirement: Low to Medium</p>
Fuel costs, CO2 emissions	<p>CO2 emissions information is based on the following factors:</p> <ul style="list-style-type: none"> CO2 emissions for diesel of 2.63 kg per litre Fuel cost based on estimated number of litres used @ 74p per litre. <p>CO2 emissions data based on guidance from Sustainable Energy Action, a not-for-profit company and environmental charity working with local authorities and business to create a sustainable future for London (www.sea/renue.org.uk)</p>	<p>Fuel prices are volatile. Fuel costs will be kept under review.</p> <p>Risk of higher fuel costs: Medium</p>
Sale of recyclables	<p>Sorted material sale values for are currently as follows:</p> <ul style="list-style-type: none"> paper - £40 per tonne glass - £15 per tonne aluminium cans - £950 per tonne steel cans - £40 per tonne plastic - £100 per tonne cardboard - £45 per tonne <p>These values are subject to change according to supply and demand. Lower sale values would take option 1 & 3 costs higher, higher sale values would make option 1 & 3 costs lower. There would be no affect to option 2 costs.</p>	<p>Risk of higher sale values resulting in comparable revenue collection costs between options 2 & 3: Low</p>
Cost of disposal	<p>Cost of disposal is currently £50 per tonne. This cost is set to rise by at least £14 per tonne through the Landfill Tax Escalator by 2011/12 and further through inflation and higher waste treatment costs.</p>	<p>Risk that higher sums will need to be set aside to pay increased charges from NLWA: Low (provided option 2 or 3 is implemented)</p>

Cost of treatment	<p>Treatment costs for mixed multi-materials and green/organic waste:</p> <ul style="list-style-type: none"> • mixed multi-materials - £48 per tonne • green/organic waste - £53 per tonne <p>It is anticipated that these costs will rise slowly. Over time the differential between the cost of disposal and cost of treatment will become more significant resulting in steadily higher savings being recognised from recycling waste rather than disposing of waste.</p>	Risk that differential between disposal costs and treatment costs will not accrue over time: Low
Depot	<p>Western Road Depot has limited life. Replacing this site with an alternative site within the borough will be difficult.</p>	<p>Under option 2, a smaller site could replace Western Road or there may be no requirement to replace it at all.</p> <p>Under option 3, a larger site than Western Roads would have to be found and there is a risk that a suitable site within the borough may not be available: Medium to High.</p>
Fortnightly collection saving	<p>Boroughs that have already moved to fortnightly collections have indicated that savings in the refuse collection service in the order of 35% have been achieved. Based on current levels of expenditure on refuse collections this could roughly translate into a saving of £1m per annum in Haringey.</p>	Risk that current refuse collection costs are too low and that no saving would be achieved in Haringey from fortnightly collections: Low
£150 per tonne charge	<p>DEFRA has threatened to be fine authorities £150 per tonne for exceeding their Landfill Allowances.</p>	Risk of fines from not meeting Landfill Allowances: High

REPORT TEMPLATE

Agenda item: **[No.]****Executive****On 23 January 2007**Report Title: **Establishing a Haringey Groundwork Trust Partnership**Forward Plan reference number (if applicable): **[add reference]**

Report of: Graham Beattie, Interim Director of Urban Environment

Wards(s) affected: **All**Report for: **Key Decision****1. Purpose**

- 1.1 Approval of Groundwork's proposed business plan and ratification of proposal to become a formal council partner.
- 1.2 Approval for core funding to support a new Groundwork Trust for Haringey.

2. Introduction by Executive Member

- 2.1 This report is brought to the Executive for Members to approve Groundwork's business proposal and consider options for funding the organisation.

3. Recommendations

- 3.1 That The Executive Members give approval for Groundwork's business plan proposal and ratify a 6 year partnership for agreement for the establishment of Groundwork North London.

Report Authorised by: Graham Beattie, Interim Director Of Urban Environment

Contact Officer: **Mark Hopson, Acting Business & Enterprise Manager****4. Director of Finance Comments**

- 4.1 The proposed Haringey Council contribution of £70k per annum is subject to approval as part of the current 2007/08 budget setting process. Providing the projections of income, including the investment by other partners, materialise and Council approval is given, the Director of Finance would have no objection to supporting approval of the project. It is suggested that a contingency is identified from the service's base budget in the event of income projections not being fully achieved.

5. Head of Legal Services Comments

- 5.1 The statutory basis for the Groundwork trust proposals is to be found in the “well-being” powers in the Local Government Act 2000. These permit the Council to enter into arrangements with others and to incur expenditure for the promotion of the economic, social and environmental well being of the Borough. In reaching their decision, Members must have regard to their Community Strategy which has objectives consistent with those of the Groundwork trust. Members must also have regard to Government Guidance which is broadly supportive of such initiatives and contains no restrictions which would prevent the approval of the recommendations in this report.

6. Local Government (Access to Information) Act 1985

6.1 [List background documents]

6.2 [Also list reasons for exemption or confidentiality (if applicable)]

7. Strategic Implications

- 7.1 The proposed Groundwork partnership aims to consolidate a number delivery gaps in the Council’s environmental, regeneration and neighbourhood spheres.

- 7.2 Groundwork in Haringey will prioritise programmes that contribute to (1) sub-regional strategies particularly within the context of sustainable regeneration of the Lee Valley and (2) narrow the gaps between the east and the west of the borough by focusing on areas of greatest need. Groundwork will add greatest value in Haringey by:

- Strengthening our focus and capacity for improvement on environmental, climate change and sustainability issues.
- Brokering partnerships with the private, public and voluntary sector to deliver local environmental regeneration
- Strengthening the capacity of local communities to successfully regenerate their neighbourhoods
- Engaging the private sector more fully in environmental regeneration/stewardship.
- Attracting and investing resources to maximise the impact and targeting of Groundwork activity to areas of need and in doing reduce pressure on council resources to deliver improvements.
- Providing additional project management capacity to increase the volume of environment regeneration projects that can be undertaken
- Improving consultation and engagement with local communities

- 7.3 Groundwork’s close association with Government departments and other bodies (DCLG, DTI, GLA, LDA) is also seen as an advantage that could further strengthen the Council’s existing partnerships with such agencies and, pave the way for greater involvement on regional/sub-regional projects and programmes.

8. Financial Implications

- 8.1 The financial forecast for a Haringey Groundwork Trust is estimated at £2,509,000 over 6 years – with a predicted annual Groundwork investment (including DCLG, private & other income) of £70,000 and LBH investment in the region of £70,000 per year for 6 years - subject to relevant approvals. **(SEE APPENDIX 1 FOR THE PROPOSED FINANCIAL BREAKDOWN).**

8.2 Groundwork's ability to attract external funding for projects is a major benefit for the Council's financial resources. Groundwork's constitutional status as a charity allows it to access external funding sources not directly available to the Council. Groundwork's excellent track record for accessing funds include:

- Government Office funding and Growth Area Funds
- RDA/LDA funds
- Landfill Tax
- National Lottery funding
- Private sector sponsorship e.g. Barclays Spaces For Sports

8.3 The national Groundwork model is for the local authority to provide the core funding which is matched by Groundwork through the DCLG, private and other income. The expectation is that Haringey would contribute £70k for six years to fund a secure organisational platform from which the project and fund raising can be undertaken. It might be thought that the core cost could be charged to the voluntary sector budget however it is the experience of Groundwork nationally that this creates a deep tension within the voluntary sector and makes it very hard for Groundworks to establish a working relationship as they are viewed by the local voluntary sector as competing for council investment

8.4 There is a bid in for growth funding in the Pre Business Plan Review from the strategy business unit to meet the core cost as part of the budget planning process for 2007/08. Any funding allocated from Haringey will only be spent in Haringey. This will be a clear criterion set out in any funding agreement with them.

9. Legal Implications

9.1 The comments of the Head of Legal Services set out that there are no legal barriers and establishing a trust is consistent with our powers.

10. Equalities Implications

10.1 A particular focus of Groundwork Trusts is work to engage with hard to reach groups. Therefore a Haringey Groundwork Trust would assist with our objectives of engaging all residents in the green agenda.

11. Consultation

11.1 In Spring 2005, extensive stakeholder consultation and desk research study was undertaken to test the role and need for Groundwork services in the borough. The outcome of this was extremely positive, and subsequently the phase 2 process over the last year has developed a business plan for Groundwork in Haringey. All partners, stakeholders and Councillors have now been consulted.

12. Background

12.1 Groundwork is a federation of Trusts in England, Wales and Northern Ireland, each working with partners to improve the quality of the local environment, the lives of local people and the success of local businesses in areas in need of investment and support. A primary environmental regeneration charity, Groundwork's mission is to "build sustainable communities through joint environmental action".

12.2 Last year, Groundwork Trusts nationally delivered projects to the value of £117 million in neighbourhoods characterised by high unemployment and crime levels, poor public health,

run down housing and public spaces, waste ground and struggling local economies. The first Groundwork Trust was established on Merseyside in 1981 and there are now over 50 Trusts in the UK.

- 12.3 Each Groundwork Trust is a partnership between public, private and voluntary sectors with its own board of trustees. National and regional offices of Groundwork UK support the work of the Trusts, by distributing Government funding, securing support for national/regional programmes and promoting good practice. Groundwork works closely with the Government and national and regional assemblies, local authorities, public bodies and the private sector.
- 12.4 In 2004, Groundwork approached Haringey with the proposition of expanding their operations into Haringey and the North London sub-region. At the time, the Council had no form of voluntary sector environmental development body and thus saw this as an opportunity to engage a long term cross cutting environmental/regeneration delivery body.
- 12.5 The formal process of adopting a Groundwork Trust involves a two staged review; Stage 1 to assess existing services, scope delivery gaps, understand the strategic context and identify existing/potential partners/networks; Phase 2 to build support, demonstrate delivery and formalise a proposal to Groundwork UK and DCLG (Department for Communities and Local Government).
- 12.6 Members were consulted on the review process in July 2004. Consequently a Council Steering Group was set up in April 2005 to guide the research, consultation and pilot project process. It is intended that this group will continue to oversee the development of Groundwork services in the borough. Phase 1 is complete and Phase 2 is now drawing to a close. As part of Phase 2, Groundwork have been tasked to project manage 8 cross cutting pilot projects (Please see appendix 2 for more information). Working closely with a number of Council services, Groundwork have been scrutinised on their ability to work with partners in Haringey and successfully deliver set project targets and objectives. The projects demonstrated their work across a range of fields and included design work and consultations with residents on improving open spaces in council and RSL housing as well as formal parks, exploring the barriers to the recycling of trade waste by small business in Wood Green, designing a community garden on Campsbourne Estate and finally becoming a joint bidder to the new Big Lottery Fund to develop healthy living projects.

The conclusions of the Phase 1 and emerging Phase 2 research is as follows:

- Haringey would benefit from a dedicated Groundwork presence, taking into account the role of other agencies and the views and plans of existing key stakeholders.
 - There is a residual need for Groundwork in the London Borough of Haringey based on the views of local stakeholders.
 - Groundwork's niche and role is in the provision of environmental expertise – working in partnership with other organisations.
 - The feasibility study was welcomed by key stakeholders but Groundwork must continue the dialogue with partners to ensure they do not duplicate the work of existing organisations.
 - The stakeholders support the establishment and development of Groundwork in Haringey.
- 12.7 Groundwork's proposed Operations Plan highlights the forecasted projects that Groundwork will deliver in Haringey under 6 programme objectives and outputs, including the relevant partners and resources required for their success. Groundwork's attraction is in 'joining-up' these programmes – offering the opportunity to bring together the expertise of Groundwork's Landscape, Community, Youth and Employment Teams to deliver in a holistic way – focusing on the greatest areas of need in the borough. Groundwork's approach to working will ensure

that local people are fully engaged in the planning and designing of their neighbourhood environments. The Phase 2 pilot projects have demonstrated the way Groundwork engages with businesses and local residents to improve their local area – through neighbourhood planning, new provision of community facilities and improving open spaces.

12.8 Groundwork in Haringey will add value in Haringey by contributing to the following:

- **EMPLOYMENT:** reducing levels of worklessness and increasing environmental training opportunities
- **BUSINESS:** increasing small business engagement in environmental management good practice, local environmental regeneration and Corporate Social Responsibility
- **YOUTH:** increasing youth inclusion and engagement in environmental / neighbourhood regeneration initiatives
- **EDUCATION:** raising educational achievement and opportunities through environmental initiatives and training
- **COMMUNITIES:** improving the environment on housing estates to increase quality of life for local residents - adding capacity to local community development and helping to reduce health inequalities particularly between east and west of the borough
- **LAND:** delivering physical environmental improvements – contract management, design and implementation of community-led land improvement schemes to improve public spaces, community facilities and landscape schemes

12.9 However, in addition to these broad objectives we believe there are very tangible examples of the way they could assist Haringey:

- Strengthening our focus and capacity for improvement on environmental, climate change and sustainability issues.
- Brokering partnerships with the private, public and voluntary sector to deliver local environmental regeneration.
- Strengthening the capacity of local communities to successfully regenerate their neighbourhoods, including managing projects and fundraising.
- Engaging the private sector more fully in environmental regeneration/stewardship.
- Attracting and investing resources to maximise the impact and targeting of Groundwork activity to areas of need and in doing reduce pressure on council resources to deliver improvements. In particular they can access funding sources not available to a local authority such as landfill tax or national lottery charity funding.
- Providing additional project management capacity to increase the volume of environment regeneration projects that can be undertaken.
- Improving consultation and engagement with local communities by using environment projects to engage with different sections of the community or spending more time on the development phase than we or other partners would normally be able to do.

12.10 In order to deliver new services in Haringey, Groundwork would need to set-up the necessary governance, infrastructure and resources. Of the feasible options, the best approach would be to extend the services of Groundwork Camden & Islington – who have delivered the successful demonstration projects and are the adjacent Trust.

Subject to agreement, the Council would enter into partnership with Groundwork for the delivery of the agreed Operations Plan. Groundwork's services in Haringey will be delivered by Groundwork North London as of 1st April 2007.

12.11 A Haringey Steering Group or Committee will be established to monitor the local delivery of services in the borough and assure that these are attuned to local needs. This mechanism would facilitate engagement with local stakeholders and partners and ensure that local

accountability remains with Haringey stakeholders and Groundwork. The council would have major role to play on the steering group in light of its core contribution.

A practical example of the benefits a Haringey Groundwork Trust would bring is one of the pilot projects.

Topsfield Close

Background	Topsfield Close Estate consists of 50 units, about 150 residents in total and is owned by Family Housing Association (FHA). FHA commissioned Groundwork Camden & Islington to carry out a consultation process and feasibility study for improving two problematic open spaces on the estate. The original budget was only the funding held by the Housing Associations. The main problems were the need for environmental improvements to neglected and unattractive spaces and a lack of facilities for young people on the estate or nearby. Costed plans were produced, additional funding was secured and successful new open spaces were created.
Budget:	£ 64,000 (Onyx Landfill Tax £25,000, HBOS £10,000, Family Housing £25,000, Presentation Housing £5,000)

13. Performance management

13.1 If members decide we should proceed with establishing a Groundwork Trust for Haringey the next steps would involve establishing a board and a local delivery agreement which may include setting additional local performance indicators. However Groundwork already has national level monitoring criteria. These illustrate that Groundwork is not about undertaking studies but has a real focus on actual delivery. They have 14 national Performance Indicators each Trust has to report on. These PIs include the following:

- Trees planted
- Area of land improved
- Area of land maintained
- Jobs created
- Training weeks provided
- Schools involved
- Businesses involved
- No of physical environmental improvements

13.2 The other important indicator of performance is the extent to which they bring additional funds. In addition to the core funding it is likely they will run projects on our behalf but even so they demonstrate significant ability to increase the pot of funding available for environment improvement. In 2005/6 the neighbouring Camden and Islington Ground work Trust achieved the following:

Camden.

75% of funding came from non local authority sources and this equalled £605,484

Islington

51% came from non local authority sources and this equalled £358,992

14. Conclusion

- 14.1 Emerging evidence from Phase 1 and 2 research indicates that there is a need for a cross-cutting, interlinked service delivery and, that the creation of a Groundwork partnership in Haringey would allow the engagement simultaneous engagement of council services and partners to deliver a comprehensive project management approach.
- 14.2 Groundwork's excellent national and regional track record for management/delivery of programmes demonstrates the potential to replicate such work in Haringey, making available new avenues for funding and injecting extra resources that are needed.
- 14.3 Subject to the necessary agreements, that the Council enter into a partnership with Groundwork for the delivery of the agreed Operations Plan (Please see appendix 3). Groundwork's services in Haringey will be delivered by Groundwork North London as of 1st April 2007.

15. Use of Appendices / Tables / Photographs

- 15.1 Financial projections
- 15.2 Phase 2 pilot projects
- 15.3 Draft Groundwork Business Plan Proposal

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APPENDIX 1

INCOME AND EXPENDITURE

	2007/08	2008/09	2009/10	2010/11	2011/2012	2012/2013	6 Years
Development Income							
Predicted Groundwork investment (incl.private, DCLG & other)	70,000	70,000	70,000	70,000	70,000	70,000	420,000
Predicted Haringey Council investment	70,000	70,000	70,000	70,000	70,000	70,000	420,000
	140,000	140,000	140,000	140,000	140,000	140,000	840,000
Project Income	445,000	510,000	590,000	655,000	699,000	720,000	3,619,000
Income growth		14.61%	15.69%	11.02%	6.72%	3.00%	
TOTAL INCOME	585,000	650,000	730,000	795,000	839,000	860,000	4,459,000
Indirect Expenditure							
Staff Costs	70,000	74,000	77,000	80,000	84,000	87,000	472,000
Support costs	45,000	46,350	47,740	49,172	50,647	52,166	291,075
Full cost recovery	115,000	120,350	124,740	129,172	134,647	139,166	763,075
Direct project costs	445,000	503,500	575,000	630,000	669,000	685,000	3,507,500
TOTAL EXPENDITURE	560,000	623,850	699,740	759,172	803,647	824,166	4,270,575
SURPLUS	25,000	26,150	30,260	35,828	35,353	35,834	
Surplus % [Target 5%]	4.27%	4.02%	4.15%	4.51%	4.21%	4.17%	
Cumulative Surplus	25,000	51,150	81,410	117,238	152,591	188,425	

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Haringey Briefing Sheet – Update Dec 2006

Project Name: Paignton Park Master Plan & Quick Wins

Status: **PHASE 2 PROJECT** About to get underway

Partners & Funders: London Borough of Haringey (Recreation Services), Friends of Paignton Park, Bridge NDC

Budget: £tbc (LB Haringey). Quick win budget of £24,000

Description: **Background**



LB Haringey Parks Department and Friends of Paignton Park have commissioned Groundwork to produce and consult on designs for the improvement of Paignton Park and to identify and implement some quick win improvements.

Update

Initial meetings have taken place with LBH Recreation Services and Friends of Group to agree a brief and obtain background information.

Haringey Briefing Sheet – Update Dec 2006

Project Name: Happening Horticulture (Community Gardening)

Status: **PHASE 2 PROJECT** On-going

Funders: Bridge House Estates Trust and Help a London Child – plus contributions from groups worked with.

Budget: Approx £3,000 in Haringey

Description: **Background**

Groundwork's Community Gardner is able to provide a programme of support to local groups wanting to create and maintain new or existing community gardens across Camden, Islington, Westminster & Haringey.



Update

Progress to report to date: the Community Gardner has worked with elderly residents of Stokley Court sheltered housing to help improve communal areas, this included a planting day with residents in June.

Project Name: Noel Park
PHASE 2 UNDERWAY

Partners & Funders: London Borough of Haringey Parks Department

Budget: £10,000 (LB Haringey)

Description: Background

LB Haringey Parks Department has commissioned Groundwork to carry out a master planning exercise for improving Noel Park. The main objective of this project is to carry out a feasibility study, which will make recommendations on how the park may be developed in the future. Funding options will also be looked at during the course of the feasibility study to pay for the proposed scheme. As well as a funding plan, designs will also be produced as part of the project to show visually how the Park could be developed.

The feasibility study will investigate the possibility of improving the facilities, access and biodiversity of Noel Park, which will hopefully bring about increased usage in the Park. The Project got underway in November and will be completed by end of March.

Update

Groundwork has undertaken the first phase of local consultation – engaging local residents, local stakeholders and users of the Park. The master plan is currently being drawn by Groundwork's landscape design team. The next phase of consultation will take place between mid-January and mid-February. Over 1000 local residents were involved in the local consultation and key stakeholders and community representatives took part in a park meeting in November.



Haringey Briefing Sheet – Update Dec 2006

Project Name: Belmont Recreation Ground

Status: **PHASE 2 PROJECT:** Feasibility study completed, fundraising underway.

Partners & Funders: London Borough of Haringey (Recreation Services)

Budget: £10,000 (LB Haringey) for feasibility. Improvement works up to £200,000

Description: **Background**



LB Haringey Parks Department commissioned Groundwork in December 2005 to carry out a feasibility study for improving Belmont Recreation Ground. The feasibility study was to make recommendations on how the park could be developed in the future. This was to be done through consultation with the local community, stakeholders and users of the Park. Funding options would also be looked at during the course of the feasibility study to pay for the proposed scheme. As well as a funding plan, designs would also be produced as part of the project to show visually how the Park could be developed.

Following the successful completion of the feasibility study LBH has asked Groundwork to help the Council and Friends of Belmont Rec to raise funds for improvements. It is anticipated that fundraising and works will be carried out in phases.

Update

Groundwork sent out initial questionnaires to all residents in the neighbourhood before Christmas and made contact with key stakeholders. A public meeting was held on 19th Jan. Sketch plans of the Park were produced based on the views of residents and stakeholders. These plans were circulated to all local residents and stakeholders for their views and a public meeting took place on 27th Feb. Two design options were produced, agreed and estimate costs produced. The final feasibility report was completed in early April and copies provided to key partners. Fundraising efforts are underway.



Project Name: Campsbourne Estate

Status: **PHASE 2 PROJECT** In progress

Partners & Funders: London Borough of Haringey (Neighbourhood Management)

Budget: £50,000 (LB Haringey, s106)

Description: **Background**



LB Haringey Neighbourhood Management has commissioned Groundwork to create, consult and implement designs for a new community garden on the Campsbourne Estate, Noel Park. The designs will be created in partnership with the Campsbourne Community Residents Association (CCRA).

Update

Following an initial meeting with CCRA three sketch designs were produced and then circulated to LBH and CCRA for comment. Designs were amended and then discussed with CRA and LBH who selected two designs they would most like to proceed with. The designs and associated costs have enabled draw down of s106 funding. A consultation fun-day took place on 15th July and residents are also now being consulted via a questionnaire. Groundwork is also exploring opportunities to provide a small amount of match funding.

Project Name: Local Employment Action Programme (LEAP)

Status: **PHASE 2 PROJECT:** Under development
Partners & Funders: London Development Agency, Job Centre Plus

Budget: £100,000 over 2 years

Description: **Background**

As part of the Groundwork feasibility planning there has been identified need to provide training and employment opportunities in the horticulture and grounds maintenance sector.

Successful LDA and Job Centre+ funding applications have been submitted which will fund Groundwork to develop employment opportunities across several London borough's, including Haringey.

Update

Contract with LDA has only just been signed (by them) so work has not been able to get underway yet. A proposal has been sent to LBH Employment & Skills Team to explore green jobs and other employment projects in Haringey.



GROUNDWORK IN HARINGEY

A proposal made by Haringey Council and Groundwork

A partnership of the public, private, voluntary and community sectors for the sustainable development of Groundwork in Haringey

Final Draft October 2006

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Appendix 1 – List of partners and supporters

Appendix 2 – Key local regeneration/investment initiatives including a list of individuals involved in the residual needs study

Appendix 3 – Press Cuttings of Pilot Projects

Appendix 4 – Operations Plan Summary

FOREWORD

Support by a prominent local person for the proposal.

Suggest this is either Cllr Lorna Reith, Cllr Amin, Cllr Brian Haley? LBH to advise.

EXECUTIVE SUMMARY

This report concludes the feasibility study for developing Groundwork services in Haringey. The Phase 1 document supported the need for establishing Groundwork in the Borough and this report demonstrates that there is a sound business case and viability to those operations, highlighting the way in which Groundwork will complement existing provision and how the new services will be delivered and managed.

Haringey Council's Economic Regeneration Unit first approached Groundwork to investigate the development of services in the borough just over two years ago. In Spring 2005, a widespread stakeholder consultation and desk research study were undertaken to test the role and need for Groundwork services in the borough. The outcome of which was extremely positive, so subsequently the phase 2 process over the last year has developed a business plan for Groundwork in Haringey, amongst existing organisations and regeneration initiatives.

There is a wealth of regeneration initiatives in the borough that have been driven through the various regeneration programmes via the Council and other strategic/local partnerships. BTCV are the main environmental sector focusing on conservation activities. Overall, it has been clearly demonstrated that Groundwork's ability to deliver and add capacity will complement and join up existing work in the borough. The report also recommends that there are sufficient resources via programmes and alternative funding sources to support this delivery of services into Haringey. There is currently no one organisation fulfilling Groundwork's ability to tackle social and economic challenges through local environmental regeneration.

Groundwork in Haringey will add value in Haringey by contributing to the following:

- **EMPLOYMENT:** reducing levels of worklessness and increasing environmental training opportunities
- **BUSINESS:** increasing small business engagement in environmental management good practice, local environmental regeneration and Corporate Social Responsibility
- **YOUTH:** increasing youth inclusion and engagement in environmental / neighbourhood regeneration initiatives
- **EDUCATION:** raising educational achievement and opportunities through environmental initiatives and training
- **COMMUNITIES:** improving the environment on housing estates to increase quality of life for local residents - adding capacity to local community development and helping to reduce health inequalities particularly between east and west of the borough
- **LAND:** delivering physical environmental improvements – contract management, design and implementation of community-led land improvement schemes to improve public spaces, community facilities and landscape schemes

The Operations Plan highlights the forecasted projects that Groundwork will deliver in Haringey under each of these 6 programme objectives and outputs, including the relevant partners and resources required for their success. Groundwork's attraction is in 'joining-up' these programmes – offering the opportunity to bring together the expertise of Groundwork's Landscape, Community, Youth and Employment Teams to deliver in a holistic way – focusing on the greatest areas of need in the borough. The Groundwork style of working will ensure that local people are fully engaged in the planning and designing of their neighbourhood environments. The pilot projects have demonstrated the way Groundwork engages with businesses and local residents to improve their local area – through neighbourhood planning, new provision of community facilities and improving open spaces.

In order to deliver new services in Haringey, Groundwork has reviewed human resources, legal and governance structures. The best approach would be to utilise the services of Groundwork North London – who have delivered the successful demonstration projects and are the adjacent Trust. It is important to the DCLG, Groundwork UK and local partners that the delivery of services is resourced now and in the future. The financial programme forecast is estimated at £3,619,000 over 6 years – with predicted annual Groundwork investment (including DCLG, private & other income) of £70,000 and LBH investment in the region of £70,000 per year for 6 years - subject to relevant approvals.

This report has been developed in partnership with LBH, Groundwork UK and strategic partners within the Borough, overseen by a Strategic Development Group (Steering Group).

SECTION 1: INTRODUCTION

This is a proposal to deliver Groundwork services to the London Borough of Haringey. Haringey Council has decided to investigate if Groundwork in the Borough would assist it and its partners in its work in continually improving the Borough and the lives of those who live and work in or visit the Borough.

To establish Groundwork in any part of the UK a process has to be undertaken involving, normally, six stages these are:

1. Initial enquiry
2. Research into the potential role and niche for Groundwork then, assuming the conclusions of 2 are positive;
3. Building support
4. Establishing a steering group
5. Formulating a proposal to Groundwork UK and DCLG
6. Assuming that 5 above results in approval; formation of Groundwork Trust or new services

This report addresses stage 5 above.

The methodology used in this study has been a detailed policy and data analysis coupled with a wide-ranging stakeholder consultation. This study set out to investigate if there was a need in Haringey in terms of deprivation, environmental and social inclusion work and for additional capacity; and would it broadly be welcomed and how could it enhance existing activity.

The research findings are summarised in the body of this report¹, and it is clear from the local, sub-regional and London policy contexts that Groundwork can enhance Haringey Council's and other organisations' efforts to continue to improve the local environment and quality of life of local communities including a reduction in crime, improved health and greater community cohesion.

Groundwork in Haringey will add value to borough and sub-regional priorities by: adding to and strengthening capacity; attracting and investing resources; and developing new ways of creating sustainable projects.

1.1 The Strategic Development Group (Steering Group)

1.2 Role of Steering Group

A Steering Group was set up to oversee the research process in March 2005 to progress the findings of the feasibility study and generate this proposal in accordance with the requirements of the prescribed process of Groundwork Trust development. The Group will continue to oversee the development of Groundwork services in the Borough.

The key roles for the Steering Group

- a) Brings to bear a range of local knowledge and stakeholder views.
- b) Introduces an element of partnership and openness about the process.
- c) Enables probing and searching of the emerging findings to test out the robustness of the work.

Generally speaking the Steering Group is not there to decide if it wants Groundwork or not but to ensure that a good research and consultation process is undertaken so that when the Council, its partners, Groundwork and the DCLG make the decision they have the right information and range of views in front of them.

1.3 Membership of Steering Group

A full list of Steering Group members is attached in Appendix 1. A range of organisations is represented including the Council, and the private and voluntary sectors.

¹ The full documentation of the research and data/policy analysis is contained in what is referred to as the Phase One report – available separately. The findings are summarized in this report.

1.31 Letters of Support

Letters of support awaited from:

- Haringey TPCT
- North London Ltd
- Tottenham Hotspurs
- Lee Valley Regional Park Authority
- North London Chamber of Commerce: Huw Jones
- London Waste: David Sargent

SECTION 2: STRATEGIC CONTEXT

2.1 Strategic Regeneration Framework for area: Directions and Priorities

Policies for building a society of sustainable communities include the DCLG's *Sustainable Communities and the Liveability Agenda*: the DCLG's aim is to create prosperous, inclusive and sustainable communities for the 21st century, places where people want to live, that promote opportunity and a better quality of life for all. Almost thirty per cent of Haringey residents live in areas amongst the 10 per cent most deprived in England. Haringey's level of deprivation is the 10th most extensive in England. The Haringey Neighbourhood Renewal Strategy aims to improve these deprived areas over the next decade – linked to the programmes supported through *Neighbourhood Renewal Funds* and *Safer Stronger Communities Funding* in the area.

Sub-regional and Borough level framework into which Groundwork will fit

Haringey is a London borough, which is part of the North London sub-region as identified in the London Plan. This grouping comprises the boroughs of Barnet, Enfield, Haringey and Waltham Forest and has a population of approximately 1.1 million. Thirty percent of the sub-region's population comes from a black or minority ethnic background, making North London one of the most multicultural in London and the UK as a whole. There is a significant need for regeneration in the area, and it contains a number of *strategic growth sites* that have been identified in the London Plan. Along its eastern side, the Upper Lee Valley contains one of London's largest concentrations of manufacturing industries and is a key development zone. Other major development opportunities exist in Haringey – the Haringey Heartlands development, which includes Wood Green town centre. North London has had mixed economic success recently, with some strong jobs growth, but some areas of continued decline and deprivation, such as in the Upper Lee Valley.

One of the principal market drivers in North London is the creative sports/leisure and emerging green industries - a sector with strong growth potential. This is reflected in the strategies developed for the sub-region by the *North London Strategic Alliance (NLSA)* – a key focus is developing tourism and building on the area's industrial and cultural heritage. (Flagships of North London include Alexandra Palace in Haringey, the William Morris Gallery in Waltham Forest and Lee Valley Regional Park).

Strategic priorities for the North London sub-region as outlined in the London Plan:

- Priority of the *London-Stansted-Cambridge corridor* (which passes through Haringey) for development, regeneration and transport improvement, while recognising the links with other parts of the corridor (mainly the Thames Gateway development area.)
- Accommodation of new job and housing opportunities and appropriate mixed-use development. This is especially important in relation to the Upper Lee Valley and other *Opportunity Areas* and *Areas for Intensification*, in Haringey this covers the Haringey Heartlands/Wood Green town centres.
- The Upper Lee Valley Area Partnership covers parts of Haringey, and the area is identified as a priority area by the London Development Agency within the European Structural Funds programme. Objective 2 of the European Structural Funds aims to revitalise all areas facing structural difficulties, whether industrial, rural, urban or dependent on fisheries. There is a focus on different types of socio-economic difficulties that are often the source of high unemployment.
- Open spaces – parkland, woodland, nature trails - and Blue Ribbon Networks are key features, in particular the Lee Valley Regional Park
- An important stimulus to the regeneration of the Lee Valley, is the London 2012 Olympic Games.

2.2 Introduction to Groundwork and its Strategy for London

Establishing the first inner-city Groundwork Trusts in the early 1990's, Groundwork across London has built productive relationships with local regional and national authorities and agencies at strategic levels. In the past three years in particular, this positioning has helped Groundwork contribute to Greater London Authority (GLA) and Government policy on spatial planning, liveability and sustainable communities. It has also allowed the London Trusts to make a great impact on the capital by working effectively together. Partnerships are a key delivery principle in order to address the issues set out in the Government's policies and the London Plan and are a key element of Groundwork's approach.

A Strategic Plan 2006-09 has been agreed by Groundwork nationally which reflect the organization's overall strategic priorities. Nationally, sustainable development is at the core of the Groundwork's strategic aims, and the objectives focus on achieving excellence in delivery, improving quality, effectively measuring our impact by building wide-ranging partnerships and programmes.

Groundwork's purpose and practice is to deliver local environmental projects in partnership with communities in need – and to continue to be valuable, viable and relevant.

Regional strategic priorities mirror these national objectives, and Groundwork has a strong track record in delivering pan-London programmes - in order to better address London-wide issues.

A key cornerstone of the Groundwork London strategy is to ensure services are delivered across the capital by 2007. This will ensure that Groundwork operations are able to target all of the capital's most deprived communities and neighbourhoods. This provides the strategic backdrop to this proposal to expand Groundwork to cover the London Borough of Haringey. Groundwork North London as the neighbouring Trust would be delivering in Haringey if the proposal is successful. Currently Groundwork is moving towards more sub-regional working (e.g. Groundwork North London are now also delivering in the City of Westminster); however Groundwork will always maintain local Borough accountability.

In summary, Groundwork's Strategic Objectives for London focus on key regional issues, which include:

- Delivering the London Plan
- Delivering and contributing to the liveability agenda and the Sustainable Communities Action Programme
- Working in partnership to deliver this work

Working in Partnership - The principles behind this proposal

Groundwork recognises the importance of working in partnership with existing players in the area. Behind this proposal are the following principles:

- Adding value to the work of existing organisations
- Learning from, and working in partnership with those who are already delivering in the area.
- Increasing the overall level of resources for projects and programmes in the area.
- Sharing in the collective mission to build up the capacity of communities and the voluntary sector in particular so that local people can sustainably run things themselves

In summary, Groundwork aims to position itself as a strategic delivery partner to organisations currently working in Haringey – the Local Authority and other partners – to deliver the targets and priorities for Haringey.

This is also reflected in the principles of expanding Groundwork's services into a new area - as highlighted in Groundwork's Corporate Plan and the DCLG Grant Memorandum. Paragraph 50 of the Grant Memorandum states:

The criteria that shall be used by Groundwork UK in considering the establishment of each new Trust or borough shall be that:

- i. *the Trust will further the Government's aim of improving the quality of life for the people in towns and cities by securing environmental improvements through the formation of local partnerships, combining public, private and voluntary sector support;*
- ii. *having regard to the level of deprivation and environmental decline there is demonstrable need for the services to be provided by the creation of the proposed Trust, which will complement the work of these organisations;*
- iii. *there are opportunities to attract sufficient alternative resources from other sources, including the private sector.*

SECTION 3: AREA PROFILE

The London Borough of Haringey covers 11.5 square miles and is home to over 200,000 people. Haringey is an ethnically diverse borough - around 193 languages are spoken locally, and almost half of Haringey's residents come from ethnic minority groups including Greek and Turkish Cypriot, African, African Caribbean, Indian, Pakistani and Bangladeshi, and Irish. More recently, Kurdish and Somali refugee communities have settled in Haringey. It is primarily residential, with some light industry in the eastern part of the borough. The largest employer in the Borough is the Council. Some of Haringey's landmarks are well known, including the extensively restored and renovated Alexandra Palace.

3.1 Summary of Demographic Trends and Inequalities within the Borough

Although Haringey is considered geographically to be an outer-London borough, it has many of the social and economic characteristics of the inner city. It has significant disparities in relation to income, wealth, housing, and employment within its boundaries. For more than 10 years, the Tottenham area has had one of the highest rates of unemployment in the country, at 16.1 per cent. Haringey's high position in deprivation rankings in the previously used Indices of Multiple Deprivation 2000, and currently in the IMD 2004, have led the provision of government Neighbourhood Renewal Funds and European funding streams. From 2001-08 the NRF in Haringey will have been worth over 44m.

There is a sizeable social and economic gap between the 'east' and the 'west' of the borough – the deprivation patterns are strongly linked to geography. The 'east' side of the borough experiences high levels of unemployment, poverty and related disadvantages, whilst the 'west' enjoys greater levels of economic prosperity. Health inequalities also mirror this pattern – health deprivation is higher in White Hart Lane, Tottenham Green, Noel Park and Northumberland Park.

The West side of the borough includes some of the most affluent areas in London - Highgate, Crouch End, Muswell Hill, whilst in the East are located nine of the 10% most deprived wards in the country. Some of these wards are in the worst 5% nationally on average for housing conditions, child poverty, and income, and within the worst 10% on employment and the multiple index.

7.1% Haringey residents were claiming Job Seekers allowance in November 2003 compared to the Greater London average of 4.9% and in some parts of Tottenham it is as high as 14.3%. Average earnings are also below that for London as a whole.

Wood Green is the commercial centre of Haringey, and has been the focus of a master-planning exercise focusing on town centre renewal. There are approximately 7700 businesses in Haringey that employ over 60,000 people, and over 95% of these businesses employ 24 people or less.

Haringey is one of seven nationwide pilots for a *City Growth Strategy (CGS)*. This is a strategy model which focuses on competitive advantages of inner cities, as a way of tackling deprivation, and concentrates on developing the eleven wards to the east of the borough through focusing on their economic advantages rather than their social disadvantages.

For Haringey the Indices of Multiple Deprivation (2004) has further recognized the extent of deprivation in the Borough. The IMD 2004 found that Haringey is the 10th most deprived district in England, as measured by both the average of ward ranks and the extent of deprivation. Approximately 30% of Haringey Super Output Areas (SOAs) are amongst the 10% most deprived in the country, and these SOAs are concentrated in the east of the borough mainly in White Hart Lane and Northumberland Park. Comparative to London, Haringey is the 5th most deprived district in London after Tower Hamlets, Hackney, Islington and Newham.

Major environmental issues facing the most deprived neighbourhoods include:

- Enviro-crime and poor environment due to litter, dumping, abandoned vehicles, graffiti and vandalism and associated high petty crime levels
- Lack of civic pride
- Poor air quality, road traffic accidents and heavy traffic congestion
- Poor access to quality public transport

Residents' views² include:

- Lack of open space and gardens
- Lack of control over decisions affecting the neighbourhood
- Crowding and over-development
- Lack of facilities and resources – e.g. meeting places

3.2 Summary of challenges facing Haringey:

- Haringey is geographically split between the relatively prosperous West and the disadvantaged wards in the East and centre.
- Worklessness is disproportionately high in particular sections of the community including black and ethnic minorities, the young and lone parents. Unemployment is high in the borough as a whole and even higher in the 20% most deprived wards. Long term unemployment is noticeably high.
- Two thirds of the Borough population commute to work elsewhere, and people commuting in take one half of the jobs.
- Haringey is an ethnically diverse borough, and the diversity is increasing. Research on social exclusion highlights that these groups are often vulnerable and it is very important to address potential inequalities between service uptake of different groups.
- This is a Borough with a transient population. In-migration has been associated with substantial population mobility. People who stay on a temporary basis may not have the opportunity to build a local commitment.
- Educational achievement is below national standards. Whilst evidence shows that standards are improving at more than twice the national rate and rapidly closing the gap, many leave school without adequate skills.
- Unemployed people often face a number of other issues such as housing, healthcare, childcare and language barriers.
- Liveability is a key issue for Haringey – many of the wards to the east suffer from higher perceptions of crime and a neglected environment.
- The demand for decent housing exceeds the supply and the demand for social housing needs to be managed.
- Health inequalities across the Borough need to be addressed, particularly the needs of priority groups
- Residents views on challenges include the need for substantial additional investment in housing, open spaces, street scene, community facilities and services, as well as :
- Over development and increase in the Borough's population, putting strain on already-existing lack of social infrastructure.
- Loss of informal green spaces, including 'backland' sites and front gardens.

² Received through the Haringey Federation of Residents' Associations

3.3 Summary of the regeneration framework and existing organisations

Haringey Community Strategy 2003 -2007

The purpose of the Haringey Community Strategy is to make changes that will improve the quality of life for people in Haringey. The Haringey Strategic Partnership, which brings together the Council and statutory organizations with local businesses, community and voluntary organisations and other partners, produced this strategy and is responsible for its implementation. This is also the overarching Strategy for the Borough.

New community Strategy 2007-2016

Consultation on a new Community Strategy has taken place throughout July and August 2006. The information will be used by the Haringey Strategic Partnership to develop the next Community Strategy for Haringey (2007-2016).

Priority Neighbourhoods highlighted in the Neighbourhood Renewal Strategy

- **South Tottenham** – east of the old Tottenham Central wards running into Seven Sisters wards. *The Seven Sisters Bridge New Deal for Communities programme is focused in this area and is the major neighbourhood renewal project. Other major development opportunities exist in Tottenham Green, Clyde Road and Bernie Grant Centre³.*
- **Northumberland Park** – centred on Coleraine ward and including part of Park ward, with some overlap with Bruce Grove and High Cross. *Joining Up Northumberland Park SRB is the major project in this area.*
- **White Hart Lane** ward – *the emphasis is on community development work by the Council's Neighbourhood Management Service and through Sure Start outreach activities.*
- **Wood Green town centre** – centred on Noel Park ward and including parts of Woodside. *The Haringey Heartlands SRB has been the major regeneration programme in this area for some years. Further work will be carried out by the Noel Park Estate Neighbourhood Management to continue community engagement.*
- **Mid-Tottenham** – centred on Bruce Grove and High Cross wards and also including the Broadwater Farm Estate. *Development of neighbourhood management on the Broadwater Farm Estate, as well as Sure Start outreach work are key projects.*

Haringey Local Area Agreement

Haringey is a third-round Local Authority and are currently in the process of drawing up its Local Area Agreement (which will run from 2007 to 2010).

A Local Area Agreement (LAA) is a three year agreement that is based on an area's local Sustainable Community Strategy, and it sets out the priorities for a local area. These priorities have to be agreed between Central Government and the Council usually with the involvement of partners through the Local Strategic Partnership. Haringey's LAA is currently being drafted and the final document will be submitted to Government in January 2007. The Haringey Strategic Partnership which was responsible for the Community Strategy is also responsible for drawing up the LAA. There are four 'blocks' or core areas around which the LAA will focus : -

- **Children & Young People's Service:** Informed by the priorities identified in the newly developed Children and Young People's Plan, and consultation with children, young people, parents, professionals, schools and the voluntary sector.
- **Safer & Stronger Communities:** Involves reviewing and strengthening of the arrangements already in place for the Stronger and Safer Communities Fund around issues of crime, community engagement, neighbourhood working and the environment.

³ A £14 million funding package including £6 million from the Millennium Commission and £3.5 million from LDA was approved in Nov. 2004 to transform the former Tottenham swimming baths into a major performance and education centre fostering and showcasing local and national artistic talent.

- **Healthier Communities and Older people:** Reflects the priorities, strategic objectives and outcomes of the Well-being Partnership – one of the thematic partnerships within the HSP – as well as the Supporting People Strategy 2005-2010. Another relevant strategy is Experience Counts: Haringey's Strategy for improving the quality of life for older people 2005 – 2010, which was developed to tackle discrimination and to promote positive attitudes towards ageing in Haringey so that by 2010 "older people are enabled to be as informed, active, healthy and independent as possible and empowered citizens at the heart of the community."
- **Economic Development and Enterprise:** Focuses on the key economic issues for the Borough such as increasing levels of employment and skills and business activity, specifically for core groups such as young people. Also draws on the City Growth Strategy which focuses on economic renewal and improving the business environment and opportunities in the Borough. The neighbourhood element of the Safer and Stronger Communities Fund will also inform this block with key objectives of tackling worklessness and improving the employability of vulnerable people in the community.

3.3.1 The major regeneration programme opportunities are as follows:

- **The Bridge New Deal for Communities** – a £50 million regeneration programme based in the South Tottenham and Seven Sisters area, which started in April 2001 and runs for ten years until 2011. The NDC is just beginning its capital programme, in the next few years we will be investing £5m to re-furbish local estates, local buildings and create new community facilities. A major re-development is planned for Wards Corner and the NDC are exploring the possibilities for what can be done with the Seven Sisters / St Ann's Road bridge, Chestnuts, Pulford Road, Triangle Centre and Plevna Under 5s Nursery.
- **Haringey Heartlands and key development sites**– potential scope in Groundwork contributing as a strategic player in development sites within the borough; Haringey Heartlands being one of the major development areas identified in the UDP. The Community Infrastructure Fund (part of Growth Areas Fund – see below) programme includes improvements for pedestrians and cyclists. *Groundwork can provide landscape design and stakeholder consultation skills for vision planning or for more specific environmental/public realm design and build.*
- **Neighbourhood Renewal Fund (including Safer Stronger Communities Fund)** – The Neighbourhood Renewal Fund (NRF) is a Government funding programme available to 86 local authorities in England with the 10% most deprived wards. Eight of Haringey's wards are within the 10% most deprived and include:
 - Bruce Grove
 - Noel Park
 - Northumberland Park
 - Seven Sisters
 - St Ann's
 - Tottenham Green
 - Tottenham Hale
 - White Hart Lane

The NRF is being used in Haringey to improve services and narrow the gap between the most deprived areas and the rest of the borough. This is done by focusing the NRF on priorities within the Haringey Neighbourhood Renewal Strategy (HNRS) and the national deprivation related floor targets. It is administered and approved by the Haringey Strategic Partnership. This is a key source of funding for supporting Groundwork activities in the borough in areas of greatest need.

The Safer Stronger Communities Fund in July 2005 merged existing DCLG and Home Office funding streams that shared a number of closely related objectives. These are aimed at tackling crime, reducing the harm caused by illegal drugs, addressing anti-social behaviour, improving the poor condition of streets and other public spaces; in particular for deprived neighbourhoods where these issues are often more prevalent.

The NRF and SSCF allocations for 2006/7 and 2007/8 for Haringey are as follows:

- NRF - £ 8,214,164 for 2006/7 and £7,485,974 for 2007/8
- 2006/7 Neighbourhood Element of the SSCF funds - £412,800 and for 2007/8 - £516,000

- The Cleaner, Greener, Safer Element of the SSCF funds for 2006/7 - £970,000 and for 2007/8 - £1,130,000
- **Haringey City Growth Strategy** – The strategy was launched in 2003, prepared by EDAW Consultants on behalf of North London Ltd. In May 2006 the CGS Board agreed the strategy's implementation plan and Groundwork have been welcomed by LBH and North London Ltd to become an environmental partner in delivering and developing the green economy cluster – providing both environmental business services alongside physical environmental improvements to key businesses and industrial estates in the borough.
- **London, Stansted, Cambridge Peterborough Growth Area** - Haringey lies within London Stansted Peterborough Cambridge Growth Area – the associated financial income has supported schemes including Hale Wharf redevelopment studies (Tottenham Hale), Markfield Recreation Ground improvements and accessibility improvements at Tottenham Marshes.
- **Upper Lee Valley (ULV) and Lee Valley Regional Park** - the North London Strategic Alliance has recently commissioned consultants to develop a vision for the Upper Lee Valley. Groundwork has been invited to participate in the Upper Lee Valley Steering Group – to input into discussions in order to inform future green infrastructure and environmental improvements. Groundwork continues to work closely with the Lee Valley Regional Park Authority, who are supportive of the delivery of Groundwork services in the Borough.
- **The Big Lottery Fund and Children's Play Initiative** – The BLF will make available £124 million to local authority areas in England for portfolios of projects that will improve or develop local play provision. Applications for funding are required to come from play partnerships led by the Local Authority who will develop children's play strategies for their area. BLF will fund projects that respond to the needs identified in these strategies, which create, improve and develop free local play spaces and services for children and young people. The grant will be awarded to the local authority to manage.

The aim of the Haringey Play Strategy is to generate a commitment to ensuring that all children have access to a range of rich, stimulating and fun play environments, which are free from unacceptable risk, embrace diversity and encourage inclusion of all children. Play must also encompass the 3 Free's – free to choose, free of charge and free to come and go.

The four key objectives identified by the Play Strategy:

- To raise awareness and understanding of play, children's needs and rights to play within Haringey.
- To increase participation of children and parents/carers and other stakeholders, in planning and decision making about play.
- To increase the amount and range of local play provision
- To improve and ensure consistency of quality in local play provision

Haringey's application will be successful if the Council and partners can demonstrate that the range of projects will make a difference to the lives of children and young people.

- **Children's Fund** - The Children's Fund is a government initiative intended to prevent social exclusion. The aim is to fund projects that run activities and provide support to children and young people aged between 5 to 13 who need it the most. An emphasis is placed on:
 - Children, young people and families most at risk of exclusion through poverty and disadvantage.
 - Adding value to, build on or link with existing Government initiatives or local projects.
 - Promoting the participation of local families, children & young people in the design and working of the programme.
 - Being culturally appropriate and sensitive to particular needs.
 - Minimising local bureaucracy by building on suitable existing local partnerships which reflects improved joint working and co-ordination between sectors.

70% of the Children's Fund allocation for Haringey is targeted on the Neighbourhood Renewal Fund wards in the east of the Borough. The Children's Fund Budget is 100% externally funded through

the Department for Education and Skills, Children, Young People and Families Directorate (DfES CYPFD). Funding has also been committed for a Junior Youth Inclusion Programme (JYIP) and a Youth Inclusion Support Panel (YISP). The activities that the Children's Fund has developed and supported are grouped together under four key themes:

- Play & Creativity - after-school and weekend play provision
- Language & Literacy - curriculum activities for children whose first language is not English
- Self & Others - helping children develop their social communication skills.
- Voice - giving children and young people a say in the way their services are planned and delivered; celebrating their achievements



- **Sure Start in Haringey** - Sure Start is a government funded programme to improve services for children from 0 - 4 and their families. They encourage local agencies groups and parents to work together to provide services. The main aim is to improve the health and well being of children so they are ready to flourish when they start school. Help is provided to services to identify children who need extra help at an earlier age and support parents.

There are 5 local Sure Start programmes across Haringey – mostly concentrated in the East of the Borough: High Cross, Noel Park, Roundway, Park Lane, West Green & Chestnuts.

In June 2006, Haringey's SureStart month included Campsbourne Playground opening, Broadwater Farm Children's Centre Mini-beasts carnival, the launch of West Green and Chestnuts After-School Club and Noel Parks Children's Centre Information and careers day.

Sure Start Local Programmes are operating in areas of greatest challenge and need within the Borough. The Council's Children Centre strategy mirrors the Sure Start agenda, and the core offer of the children centres includes much of the type of work being undertaken by Sure Start Programmes. Recently recommendations have been made regarding close collaboration between the Sure Start programmes and the Children Centres, to ensure effective learning of what has worked in Sure Start is incorporated, and where appropriate – to encourage and facilitate joint working.

Groundwork has been encouraged to develop opportunities for young children and families in Haringey – engaging young people and families in improving their neighbourhood environments – working in partnership with the Sure Start teams and hopefully supported by the Children's Fund.

Homes for Haringey – Haringey's ALMO: In 2005, Haringey's tenants and leaseholders voted for an Arms Length Management Organization to run and manage the Council's housing stock. Homes for Haringey have started operating from April 2006, and although the Council still own the stock and take responsibility for housing policy and strategy, Homes for Haringey are responsible for management and service improvement programmes – including responsibility for the Better Haringey Estates Improvement Programme. They are also in the process of applying for funds to bring the housing stock upto the Government's 2010 Decent Homes Standard.

3.3.2 Other neighbourhood level initiatives/sites of regeneration include:

- Broadwater Farm
- Hornsey Town Hall Community Partnership
- Bruce Grove
- Green Lanes
- Noel Park
- Northumberland Park
- New Deal for Communities West Green White Hart Lane
- Tottenham High Road Regeneration
- Neighbourhood Wardens
- Neighbourhood Renewal Fund Poseidon Project
- Haringey Better Estates Improvement Programme

3.3.3 Other Key Policies/Initiatives to note

LEGI: The Council is in the process of bidding for a **Local Enterprise Growth Initiative** (LEGI) to establish a programme to increase enterprise, employment and incomes in the most deprived areas (the Neighbourhood Renewal areas). Even if the bid is not successful, the Council hopes to seek funding from other sources to deliver this initiative. The LEGI was announced in 2005 as a joint initiative between the ODPM, Small Business Service, and the HM Treasury. The aim is to provide flexible investment in a number of deprived areas - determined by the neighbourhood renewal fund areas - to support local proposals to stimulate economic activity. A first round of bidding in 2005 resulted in LEGI's being awarded to 10 areas of the country.

North London Development and Investment Framework: November 2006 sees the launch of the North London Development and Investment Framework responding to the the opportunities and challenges of the North London sub-region. As with the other sub-regions in London, Groundwork would be keen to explore all opportunities to contribute to the delivery of these strategies.

3.4 Conclusions from Phase One Study and Stakeholder Research

As outlined in the introduction, the Phase One study included detailed policy and data analysis (desk research) and a wide ranging stakeholder consultation (primary qualitative research). A summary of the research findings⁴ is presented below. The research was undertaken with key stakeholders in the Borough during the Spring/Summer 2005.

The conclusions of the research are as follows:

- The London Borough of Haringey would benefit from a dedicated Groundwork presence, taking into account the role of other agencies and the views and plans of existing key stakeholders.
- There is a residual need for Groundwork in the London Borough of Haringey based on the views of local stakeholders.
- Groundwork's niche and role is in the provision of environmental expertise – working in partnership with other organisations.
- The feasibility study was welcomed by key stakeholders but Groundwork must continue the dialogue with partners to ensure they do not duplicate the work of existing organisations
- The stakeholders support the establishment and development of Groundwork in Haringey.

Overall, stakeholders agreed, *“There is definitely a need for an organisation with an environmental theme”*.

The key recommendation of the Phase One report was that the Steering Group support the continuation of the feasibility study into Phase Two - to produce a formal proposal (for Groundwork UK and the DCLG) – this report - and business plan for Groundwork in Haringey; and that appropriate pilot projects are delivered in the Borough in the meantime.

As outlined in the introduction to this report, the next stage involved building support in the Borough in terms of Local Authority support, and building partnerships with other organisations – both in the private and voluntary sector, and thereby formulate a proposal for Groundwork services in the Borough. The next chapter outlines the strategic case for Groundwork and the role and niche that Groundwork 's programmes can fulfil.

N.B. Since this stage of the research, certain organisations have been identified as key stakeholders who need to be consulted – one such recommendation is the Haringey Disabled Consortium.

⁴ Full details can be obtained from the Phase One study which is available on request

Haringey and Neighbouring Boroughs



Groundwork North London currently operates in the Boroughs of Westminster (labelled 3 on map) Camden and Islington.

SECTION 4: THE ROLE OF GROUNDWORK

This section identifies the gaps in local activity, funding, delivery or other resources, which it is considered Groundwork will fill. This demonstrates how Groundwork will work with existing organisations and initiatives and how it will add value – the prime example being how Groundwork will strengthen local capacity to deliver environmental regeneration in the borough. This is based on the Phase 1 identification of the needs in Haringey and existing provision, and then identifying the gaps and potential role for Groundwork.

4.1 The background to Groundwork

This year Groundwork celebrates 25 years of engaging and involving communities in practical action to deliver environmental regeneration and promote sustainable development.

Groundwork's vision is of a society of sustainable communities, communities that are vibrant, healthy and safe, which respect the local and global environment and where individuals and enterprise prosper.

Last year, Groundwork Trusts nationally delivered projects to the value of £117 million in neighbourhoods characterised by high unemployment and crime levels, poor public health, run down housing and public spaces, waste ground and struggling local economies. The first Groundwork Trust was established on Merseyside in 1981 and there are now over 50 Trusts in the UK; and Groundwork also works with international partners in Europe, USA and Japan.

Each Groundwork Trust is a partnership between public, private and voluntary sectors with its own board of trustees. National and regional offices of Groundwork UK support the work of the Trusts, by distributing Government funding, securing support for national/regional programmes and promoting good practice. Groundwork works closely with the Government and national and regional assemblies, local authorities, public bodies and the private sector.

Groundwork seeks *“to build sustainable communities in areas of need through joint environmental action”* by getting local people, local businesses and other organisations involved in practical projects that improve the quality of life, bring about regeneration and lay the foundations for sustainable development.

Groundwork London is currently reviewing coverage across London, hence similar development work is underway in the Boroughs of Brent, Wandsworth, Waltham Forest and Redbridge; in addition to recent completion of feasibility studies for the City of Westminster and Lambeth.

Groundwork achieves its purpose through practical projects which are organised into six themes:

- **Communities**
- **Land**
- **Employment**
- **Education**
- **Business**
- **Youth**

4.2 Proposed Groundwork activities

The proposed Groundwork activities in Haringey will be delivered by the neighbouring Groundwork Trust - Groundwork North London - which operates in Camden and Islington and Westminster. (As described in Section 2).

Table 1 overleaf shows the proposed activities that Groundwork intend to deliver in the borough – based on the key issues identified in the Phase 1 research. These programme areas have filtered down through further stakeholder consultation and partnership discussions with key local authority departments as well as local private and community sector organisations – ensuring that Groundwork's activities are aligned with local priorities. The table also demonstrates the wide range of partners and stakeholders that are keen to engage with Groundwork in order to 'join-up' local initiatives, pool resources and deliver in partnership.

TABLE 1: Identifying the role for Groundwork

Outline of residual need as identified by the research study	Suggested Groundwork activity to meet local needs	Key strategies addressed	Result of Consultation - Groundwork's role and purpose of activity	Key Groundwork partners and stakeholders
<p>EMPLOYMENT: Reduce levels of worklessness and increase environmental training opportunities</p>	<p>Green employment/training initiatives (horticultural, landscape and grounds maintenance) in partnership with LBH recreational services and other relevant delivery partners</p> <p>Inclusion of Haringey in Westminster's Vertex LEAP (Local Employment Assistance Programme)</p>	<p>Haringey Employment and Training Strategy</p> <p>Haringey Community Strategy – increasing employment opportunities</p> <p>Haringey Neighbourhood Renewal Strategy – promoting social enterprises and opportunities</p> <p>Haringey City Growth Strategy</p>	<p>Raise the profile and value of environmental training in local regeneration</p> <p>Develop and deliver local environmental training – linked to local employment opportunities</p>	<p>Haringey Employment Partnership</p> <p>JobCentre Plus</p> <p>Haringey Council</p> <p>Haringey Training Network</p> <p>Learning & Skills Council London North (LSC)</p> <p>Urban Futures</p> <p>LVRPA</p> <p>LDA</p>
<p>BUSINESS: Increasing small business engagement in environmental management good practice, local environmental regeneration and Corporate Social Responsibility</p>	<p>Groundwork Environmental Business Services - environmental management advice in collaboration with CESMB</p> <p>Recycling/waste minimisation initiatives</p> <p>Environmental improvements to business/industrial areas – physical environmental work e.g. signage, landscaping, access/safety (LDA Green Business Park Specialist Assistance Package)</p>	<p>Haringey City Growth Strategy</p> <p>Haringey Neighbourhood Renewal Strategy – improving the local economy</p> <p>Haringey Community Strategy – environment and sustainable development</p>	<p>Build capacity to engage the private sector more fully in environmental regeneration / Stewardship</p> <p>To assist businesses to improve their individual economic and environmental performance and reduce the environmental impact of the industrial estate/business area</p>	<p>CESMB</p> <p>North London Chamber of Commerce</p> <p>North London Ltd</p> <p>Business Link London North</p> <p>Haringey Council</p> <p>Local businesses</p>

	Corporate Social Responsibility - community/business engagement across all programmes including corporate volunteering			FinFuture Ltd
YOUTH: Increase youth inclusion and engagement in environmental / neighbourhood regeneration initiatives	<p>Engage young people in physical improvement projects</p> <p>Environmental initiatives with young people that raise their awareness of environmental regeneration and enable them to play a role in it.</p> <p>Environmental training initiatives</p> <p>Youth diversionary activities seeking to reduce anti-social behaviour initiatives on estates as part of neighbourhood regeneration</p>	<p>Haringey City Growth – skills training</p> <p>Haringey Community Strategy – raising achievements</p> <p>Haringey Employment and Training Strategy</p> <p>Safer Communities Strategy</p>	<p>Add capacity to existing youth agencies – using environmental expertise as niche.</p> <p>Work in partnership with lead role in engaging young people using environment as a tool</p>	<p>Haringey Council – including the Children & Young People's Service</p> <p>Schools/youth clubs</p> <p>LSC</p> <p>Connexions</p> <p>Local training organisations</p> <p>Haringey Play Association</p> <p>Young people</p> <p>Community Groups</p>
EDUCATION: Raise educational achievement and opportunities through environmental initiatives and training	<p>Environmental education including global/local citizenship (including teacher training/resources)</p> <p>Improving school grounds/play areas</p> <p>Pre-16 work experience/environmental placements</p>	<p>Haringey Community Strategy and Better Haringey</p> <p>Haringey's The Children and Young People's Plan</p> <p>Haringey Healthy Schools team</p>	<p>Provide additional capacity in environmental schools projects – including landscape/outdoor design expertise</p> <p>Provide work experience for young people/pupils</p>	<p>Haringey Council</p> <p>Local schools</p> <p>Haringey Education Business Partnership</p> <p>Haringey Play Association</p> <p>BTCV</p>

<p>COMMUNITIES:</p> <p>Improve the environment on housing estates to increase quality of life for local residents</p> <p>Adding capacity to local community development</p> <p>Need to reduce health inequalities particularly between east and west of the borough</p>	<p>Work with residents and key stakeholders to identify, design and implement improvements to external spaces on housing estates to complement wider regeneration schemes, e.g.</p> <ul style="list-style-type: none"> - Community engagement - Community safety - Landscape design and master planning - Community gardening - Fundraising - Community waste and recycling 	<p>Haringey Neighbourhood Renewal Strategy</p> <p>Haringey Housing Strategy/Homes for Haringey</p> <p>Better Haringey</p> <p>Haringey Open Spaces Strategy</p> <p>Safer Communities</p> <p>Haringey Community Strategy</p>		<p>Homes for Haringey</p> <p>Housing Associations</p> <p>Haringey Council</p> <p>Local TRAs</p> <p>Metropolitan Police</p>
	<ul style="list-style-type: none"> - Community Volunteering - Project fundraising assistance - Community consultation expertise - Feasibility and research studies - Outreach and community awareness - Environmental work experience/voluntary placements - Community development 			<p>HAVCO</p> <p>HARCEN</p> <p>Haringey Council</p> <p>BTCV</p> <p>Selby Trust</p> <p>TRA's & Community Groups</p>
	<p>Delivery of health and environment projects in priority neighbourhoods</p> <p>Contribute to Healthy Schools Programme</p> <p>Community gardeners schemes and horticultural therapy initiatives</p>	<p>Haringey Health Improvement Plan</p> <p>Haringey Community Strategy – tackling health inequalities</p> <p>Better Haringey</p>	<p>Provide environmental and community expertise to local health initiatives</p>	<p>Haringey TPCT and Strategic Health Authority</p> <p>Haringey Council</p> <p>BTCV</p>

<p>LAND: Physical land improvements, community facilities and landscape schemes</p>	<p>Deliver physical environmental improvements to public spaces – contract management, design and implementation of community-led land improvement schemes:</p> <ul style="list-style-type: none"> - Landscape design services - Access and routeways - Open spaces, parks, play areas - Streetscene improvements - New youth facilities - Sustainable transport/ AQMAs - Fundraising - Surveys/Audits 	<p>Haringey Neighbourhood Renewal Strategy</p> <p>Haringey Open Spaces Strategy</p> <p>Haringey Play Strategy</p>		<p>Haringey Council LVRPA BW HAVCO/HARCEN Sustrans Friends of Parks Haringey Play Assoc. BTCV</p>
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4.3 Complementary Providers

Organisations who already deliver projects similar or related to Groundwork activities and programmes:

Organisation	Activities that relate to Groundwork services	Way in which Groundwork can complement or add value
British Trust for Conservation Volunteers	Environmental conservation volunteering activities – improving health, active citizenship, employment and life skill development, alongside local biodiversity and environment.	Groundwork's strength is in regeneration project management and not specifically in volunteering programmes – hence bringing added skills and capacity to the borough, such as landscape design and youth work. Both organisations fulfil a different role in joint efforts to improve the local environment.
Lee Valley Regional Park Authority	The Authority was established to regenerate the Lea Valley from a neglected back yard into a "green wedge" extending right into the inner parts of east London – building on its achievements to improve the environment, deliver first class sports and leisure facilities and as a 2012 Olympics delivery partner.	Groundwork has been working alongside the LVRPA for a number of years – particularly in Hertfordshire – delivering landscape design and project management. However, Groundwork and LVRPA are also working closely as part of the green infrastructure improvements as part of the Growth Areas Fund from DCLG.
Lee Rivers Trust	LRT is a water related charity, based in the Lee Valley and East London - working through partnerships to promote, protect and enhance the waterway environment. The charity deliver several business, education and heritage education programmes.	Groundwork has a wealth of expertise in waterway programmes – particularly via the London Waterways Partnership SRB6 programme. However, Groundwork would deliver waterways projects in Haringey where extra capacity or physical works are required in order to not duplicate the efforts of LRT and seek to work in partnership where possible. LRT have also worked alongside Gwk East London and other Trusts as part of the SRB6 programme.
British Waterways	British Waterways is a UK-wide public corporation – in Haringey they manage and care for the River Lee Navigation and adjacent properties including the community building at Tottenham Marshes – they aim to blend best commercial practice with public sector values to earn and increase income to conserve and enhance the waterways.	Groundwork has collaborated with BW on a number of initiatives in London. Groundwork fulfils a delivery role and therefore would complement or add value to any developments or programmes that BW deliver in the future related to Lee Navigation and its hinterlands. Gwk has worked in partnership with BW in Camden & Islington for over 10 years.
Haringey Young Paddlers	This active Young Paddlers group in the Lee Valley catchment area in Enfield and Haringey delivers water safety and environmental education initiatives – often as part of British Waterways and	Groundwork would gain from the complementary nature of the Young Paddlers activities alongside wider environmental projects along the waterways and would ensure that any

	LVRPA Education Programmes.	environmental education programmes did not duplicate their efforts.
Area-based regeneration programmes: e.g. NDC The Bridge, Joining-up Northumberland Park, Finsbury Park SRB	Several regeneration programmes have generated a number of environmental initiatives – including those delivered by BTCV in the key neighbourhoods. The Bridge NDC continues until 2011 – whilst most of the other programmes finished in March 2006.	The regeneration programmes have been well-regarded and successful in their aims to improve neighbourhood management and regeneration the most needy communities in the borough – Groundwork has the opportunity to continue this work and to build on the success of the past by adding new skills and expertise to the regeneration effort in Haringey. E.g. working with FinFuture to help them fundraise now they have no SRB funding.
CESMB (Middlesex University)	CESMB has a specialist team who deliver environmental management advice and training, e.g. policy and legislation, ISO 14001 implementation and auditing. The Centre carries out its consultancy, development projects, training and research independently and is recognised as providing high quality and innovative approaches to meet business needs.	Groundwork EBS also provides environmental management advice to businesses – and so both organisations are keen to collaborate rather than compete. Groundwork's USP is in landscaping and physical improvements to private and public spaces – as part of a package of environmental services to the business community – particularly in the Lee Valley industrial estates.
Housing Associations E.g. Family HA, Circle Anglia and Metropolitan Housing Trust.	Circle Anglia, Family and Metropolitan Housing Groups are keen to improve the public spaces and amenities around their housing areas. The Decent Homes initiatives provide a catalyst to this work – prioritising the environmental conditions around housing – tackling community safety, play facilities and environmental quality etc.	Groundwork has a good track record of delivering environmental improvements to housing estates – bringing landscape expertise and added community development capacity to the HA teams. A number of potential sites and issues have been highlighted for future Groundwork efforts in the borough. Groundwork has worked with a number of HA's across Camden & Islington to regenerate external spaces on housing estates.

Haringey Play Association	HarPA actively promote children's play - raising awareness and understanding of the fundamental importance of play in a child's life. They develop and support a diverse range of children's play provision and are committed to improving the quality of play experience in Haringey.	HarPA success in developing Somerford Grove Play Area is a good example of their success in the borough – but also demonstrates that Groundwork must ensure that any new play provision or facilities take into account the role and capacity of HarPA and work in partnership to achieve greatest impact. Groundwork's community development and youth workers would add capacity to existing resources but must ensure project sustainability after completion.
Haringey Education Business Partnership	HEBP working in partnership with Haringey Council to give school students an opportunity to have a work placement at the Council and with local companies in the borough. Work experience helps these students gain employment by learning about work in a "real life" situation. Specific HEBP programmes are also delivered at Tottenham Green Enterprise Centre – assisting young people to gain an understanding of business enterprise, creativity and innovation.	Groundwork could provide complementary environmental training alongside HEBP – in the secondary schools in the borough. The horticultural and landscape industries would expand the opportunities available.
KIS Training	Keeping It Simple Training is a DTI-approved and LSC Work-Based Learning training and enterprise agency, based in Tottenham. They deliver elements of the Princes Trust programmes for young people. Elements of their projects have included regenerating neighbourhoods – including art and music. The agency offers a range of training, advisory and support services to help people achieve their personal, employment and business goals – designed to tackle social exclusion and to contribute to local regeneration, employment development and business support initiatives.	Groundwork's ability to combine employment training needs with environmental regeneration skills is welcomed within the borough. KIS Training are interested in potential collaboration in the future – to benefit from Groundwork's environmental expertise. Groundwork's environmental training programmes would be a unique addition to employment training available in the borough.

FinFuture	FinFuture is the organisation that has taken over the duties of Finsbury Park Partnership as of March 2006. A variety of initiatives are led by FinFuture – including community policing, streetscene management, community safety, environment, community involvement and services, as well as Business Forums.	Groundwork is already working in partnership with FinFuture – looking for funding opportunities to implement environmental and streetscene improvements within the area. Our fundraising and project management expertise and range of services are suited to such local improvement projects.
Haringey Federation of Residents Association	<p>Play an active role in Haringey LSP – including Better Places Partnership.</p> <p>There are over 140 RA's throughout Haringey, and local projects in their communities need to arise from or develop in conjunction with their concerns and membership – and aim to add capacity.</p>	Interested in working with Groundwork to ensure residents are driving regeneration and involved rather than simply 'consulted'. As they provide a voice for the numerous RA's in the Borough – they are a good organization to partner with.
Friends of Parks Forum	<p>Provide a forum for the many Friends of Parks groups in the Borough</p> <p>Play an active role in Haringey LSP – including Better Places Partnership</p>	Provide a useful point to collaborate with the many Friends of Parks groups and ensure local priorities are driving open space improvements and projects.
Haringey Local Agenda 21 Community Group	Active role in Haringey LSP – including Better Places Partnership	Areas of overlap with regards to an over-arching environmental focus – and a useful partner to ascertain local environmental issues.
Tottenham Hotspur Foundation	Youth inclusion and engagement work in Haringey. Examples of projects delivered include the Kickz project – an estates based football inclusion initiative. They engage with over 100 children per week on this project. A focus on health, improving quality of life for residents, volunteering and capacity building through people qualifying as FA Level 1 coaches. Future employment is also available through the Club.	Areas of overlap with regards to youth inclusion /community services including education and employment. Potential partner in programmes focusing on health and sporting activities. Potential for working together on Barclays Spaces for Sports type programmes.

Capel Manor College	HE Institution specializing in Horticulture, Floristry, Garden Design, Equine, Animal Care and Countryside Studies	Possibility in working in partnership to deliver green employment training programmes. Capel Manor would be able to provide access to accredited courses e.g. a horticulture/grounds maintenance certificate.
National Industries Symbiosis Programme	NISP provides free business opportunities by linking up companies across sectors to share material resources, assets, logistics and expertise – and is part-funded by DEFRA's Business Resource Efficiency & Waste (BREW) programme. And part-funded by the LDA. NISP is a national programme delivered regionally and was launched in London in Sept. 2005.	Currently NISP only work with businesses. There is a possibility of partnering with NISP to deliver the benefits of their work to a wider audience. Possibility of working in partnership with NISP businesses to deliver environmental benefits to local areas.

Other organisations that relate to Groundwork's activities and regeneration efforts, include:

- HAVCO
- North London Business Link
- North London Chamber of Commerce
- Urban Futures
- RESTORE Haringey
- Recycling Works Haringey
- Selby Trust
- First Step Trust
- Finsbury Park Horticultural Centre
- Harrington Scheme
- Envirowise
- London Community Recycling Network

Within Haringey Council the main departments that are keen to engage with Groundwork are as follows:

- Chief Executive's Team
- Homes for Haringey
- Environment Services / Recreational Services
- Neighbourhood Management
- Economic regeneration
- Children's Services

4. 4 Demonstrating Groundwork's activities

Groundwork and Haringey Council were keen to kick start a small programme of projects in the Borough to demonstrate Groundwork's project delivery and partner engagement. Therefore, in Spring 2005, a number of projects were developed in partnership between the Council, Groundwork and other local organisations. The full pilot programme is documented in Appendix5 – however below are some brief project outlines:

1. Sustainable Suburbs

Groundwork was asked to test the Mayor's Sustainable Suburbs Toolkit in the Myddleton Rd area. The project has used the Toolkit to act as a framework for reviewing and revising the Myddleton Road Neighbourhood Action Plan. The project value is £10,600 (funded by Groundwork London £5,500 and GLA £5,000) and the additional partners are LDA and Haringey Council.



2. Partridge Way Community Garden

Groundwork produced landscape designs for a community garden on the Partridge Way Estate. The designs are being implemented by LB Haringey, once completed then Groundwork's Community Gardener will help to support local residents to manage the garden. The project value is £2,347 (funded by Haringey Council) and the Community Gardener is funded by Bridge House Estates Trust and Help a London Child.



3. Wood Green Trade Waste Minimisation

Groundwork has carried out a survey of businesses in Wood Green to help establish requirements for trade waste recycling services. The Trust is also working directly with a number of businesses in Wood Green to try and help them to get started recycling and to identify barriers to them doing so. The project value is £10,000 (funded by Haringey Council). A report was submitted to the Council at end of July but work will continue to monitor how businesses get on recycling and a subsequent report on this will be produced by end of December.

4. Topsfield Close Community Garden

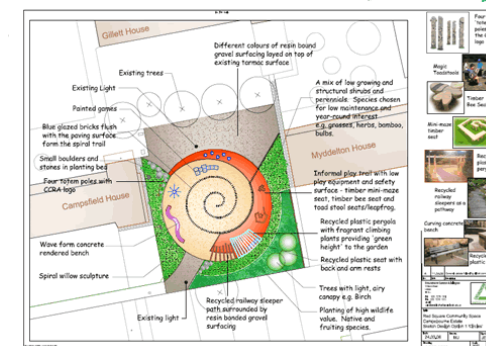
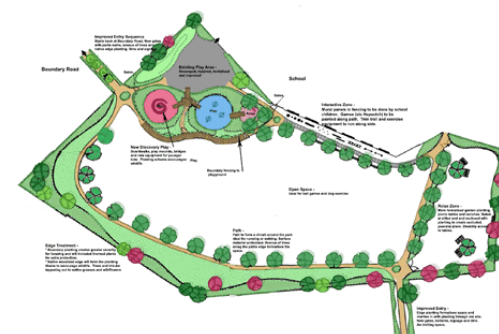
Family Housing Association (FHA) commissioned Groundwork to help improve two neglected open spaces on the estate. The feasibility study was carried in consultation with residents and stakeholders and plans were agreed. Groundwork and FHA fundraised £65,000 for the improvements, which included a community garden and a mini sports court. The improvement works were completed in November 2005. The project value is £64,000 (funded by Onyx Landfill Tax £25,000, HBOS via Groundwork UK £10,000, Family Housing Association £25,000 and Presentation Housing £5,000).

5. Belmont Recreation Ground

Groundwork carried out a feasibility study which made recommendations on how the park could be developed in the future. This was done through consultation with the local community and stakeholders. The study is complete and fundraising is underway to pay for improvements (c.£200,000). The project value is £10,000 (funded by Haringey Council).

6. Campsbourne Estate

Three sketch designs were created with Campsbourne Residents Association (CRA) for the creation of a community garden on the estate. Groundwork is working with CRA and LB Haringey to consult residents on their preferred design, including a consultation fun day in July. The project value is £2,476 (funded by Haringey Council).



7. Paignton Park Master Plan & Quick Wins

LB Haringey Parks Department and Friends of Paignton Park have commissioned Groundwork to produce and consult on designs for the improvement of Paignton Park and to identify and implement some quick win improvements. Initial meetings have taken place with LBH Recreation Services and Friends of Group to agree a brief and obtain background information. The budget is yet to be confirmed but is estimated for approximately £24,000. The Bridge NDC is also a partner in this project.



8. Local Employment Action Programme (LEAP)

As part of the Groundwork feasibility planning there has been identified need to provide training and employment opportunities in the horticulture and grounds maintenance sector. Successful LDA and Job CentrePlus funding applications have been submitted which will fund Groundwork to develop employment opportunities across several London borough's, including Haringey. The budget for this project has been identified at £100,000 over 2 years. The contract has just been signed with the LDA so delivery work has not been able to get underway yet. A proposal has been sent to LBH Employment & Skills Team to explore green jobs and other employment projects in Haringey.

9. Happening Horticulture (Community Gardening)

An ongoing project funded by Bridge House Estates Trust and Help a London Child – (along with contributions from groups involved) : Groundwork's Community Gardner is providing a programme of support to local groups wanting to create and maintain new or existing community gardens across Camden, Islington, Westminster & Haringey. The budget is approximately £3,000 for Haringey, and the Community Gardner worked with elderly residents of Stokeley Court sheltered housing to help improve communal areas, this included a planting day with residents in June '06.



SECTION 5: OPERATIONS PLAN**5.1 Groundwork's strategic approach**

Groundwork in Haringey will prioritise programmes that contribute to (1) sub-regional strategies particularly within the context of sustainable regeneration of the Lee Valley and (2) narrow the gaps between the east and the west of the borough by focusing on areas of greatest need. Groundwork will add greatest value in Haringey by:

- Brokering partnerships with the private, public and voluntary sector to deliver local environmental regeneration
- Strengthening the capacity of local communities to successfully regenerate their neighbourhoods
- Engaging the private sector more fully in environmental regeneration / stewardship.
- Attracting and investing resources to maximise the impact and targeting of Groundwork activity to areas of need

5.2 Groundwork partnerships

Groundwork will always work in partnership, **Appendix 1** lists some of the main partners with whom Groundwork will work alongside in delivering services in Haringey. Some of the partners listed in this section have been suggested to Groundwork as potential partners due to overlapping areas of interest and further development work would be necessary.

5.3 Groundwork programmes

Groundwork will deliver the following programmes in Haringey over the next six years which will be focused on meeting the identified needs of the area (**refer to Table 1**). However in the first three years – some programmes may still be under development whilst further feasibility work is undertaken.

- Communities - building stronger neighbourhoods
- Land – reconnecting people with their surroundings
- Employment – training for work and stimulating enterprise
- Education – learning, citizenship and sustainability
- Business – integrating the economy and the environment
- Youth – realizing young people's potential

Throughout the feasibility process, Groundwork has been delivering a number of demonstration projects in order to engage and test local partnership-working and service delivery - these pilot programmes have clearly proven that Groundwork services in the borough are viable and are needed in the borough.

5.3.1 LAND

There is a clear need to improve parks and open spaces in Haringey and facilities for the local community (as set out in the objectives in the Open Spaces Strategy). There is a role for Groundwork in working in partnership to reconnect people to their surroundings. The Open Spaces Strategy also indicates that allotments are generally in poor condition and there is a potential for projects which seek to improve these.

Groundwork can bring substantial expertise in this area, as an experienced project manager of land regeneration projects, including public spaces, parks, waterway corridors, play areas and town centres.

BTCV is a key player in the borough in terms of volunteer-based work and projects such as tree-planting, and Groundwork is keen to identify ways of working together and complementing one another's role within the borough.

There is also a potential role for Groundwork to work on projects relating to sustainable transport – through working in partnership with organisations such as Sustrans, Living Streets and Transport for London. This is particularly in the context of the Cleaner, Safer, Greener agenda.

The most substantial land projects are likely to take place on housing estate improvements (e.g. Homes for Haringey – the new ALMO and via Housing Associations) – including new play/leisure facilities, open space and landscaping. Groundwork has a strong track record of project management and contract

management of land improvement schemes – providing fundraising, landscape design and community engagement as a package of project services.

Opportunities for Groundwork:

- Sustainable transport routes– possible work with the Haringey Cycling Campaign
- Housing estate regeneration projects – open spaces, play areas etc, lighting and environmental improvements
- Streetscene improvements – particularly Tottenham High Road
- Community centre gardens
- Renovation/creation of pocket parks and small urban spaces
- New project work with Environment Agency
- AQMAs – tree-planting scheme – links to sustainable transport
- Allotment regeneration and horticultural projects
- Waterways – canal and waterway improvements

Potential partners:

- LBH Recreational Services and Neighbourhood Management
- Homes for Haringey / Housing Associations
- BTCV
- LVRPA
- British Waterways
- Lea Rivers Trust
- FinFuture
- Federation of City Farms and Community Gardens
- National Society of Allotments and Leisure Gardens
- Community Composting Network

Project	Estimated project value	Description	Partners	Progress
Belmont Recreation Ground	£15,000	New community garden / open space and related improvement works	LBH Friends of Belmont Park	Project underway
Priority Neighbourhoods NRF	£430,000	Creation of new play area	LBH recreation Homes for Haringey Residents' Associations	Under development as part of pilot work
Campsbourne Estate (Phase 3)	Costed within HfH housing estate improvements	New community garden / open space and related improvement works	LBH Homes for Haringey Campsbourne Community Residents Association	Under development as part of pilot work
Newton Road Estate	Costed within HfH housing estate improvements	Open space improvements	LBH HfH RA	Concept stage only - needs further development via HfH and TRA.
River and Canal corridor projects	£58,000	No specific projects identified	BW LVRPA LBH Recreation/Planning Friends of New River	
Finfuture –	£30,000	Implementation of	FinFuture	Fundraising underway

Finsbury Park schemes		potential Trim Trail and nature trails	LBH Recreation Friends of Finsbury Park	via Groundwork and FinFuture
Lordship Lane Streetspace	£10,000	Enquiry received from LBH NM for clear up of small 'fly-tipped' streetspace into functional/attractive area	LBH NM Collage Arts Involve nearby RA group if any	Concept stage only - needs further development.
Carbuncle Passage - greening access	£15,000	Potential green chain/alley-way project to create safer environment for pedestrians	LBH NM Econ Regen HfH Ferry Lane Action Group	Concept stage only - needs further development.
High Cross Estate	Costed within HfH housing estate improvements	Environmental Improvements - redevelopment scheduled	HfH	Concept stage only - needs further development via HfH.
LVRPA/LBH The Paddocks	£10,000	Environmental improvements subject to LBH/LVRPA discussions	LVRPA LBH recreation	Concept stage only - needs further development.
Muswell Hill Playing Fields	£30,000	Cross-borough project management for site improvements	LBH recreation Muswell Hill & Fortis Green Association	Concept stage only - needs further development.
Creation of new play/sport facilities	£260,000		Haringey Play Community Sports Network	
Contribution to green infrastructure programmes	Costed within ULV & Growth Areas fund projects	No specific projects identified	LVRPA LBH Recreation Haringey Friends of Parks Forum	
Community Centre Gardens – e.g. Haven & Selby	£35,000	Garden/outdoor area enhancements	Community Centres LBH	Concept stage only - needs further development.
Allotment strategy - delivering projects Allotment /Gardening Programme targeting vulnerable groups and focusing on nutrition	£35,000	Specific project via Eamon? But wider interest from Parks... Involve groups such as the elderly, women otherwise confined to the home, teenage parents, homeless groups, substance misusers etc. and aims are to look at growing food and nutrition and 'cook and eat' type projects.	LBH recreation Allotment Site Committees Haringey Allotments Forum Potential link to Extended Schools Agenda and Children Centres. Also potential link into qualifications and employment	Concept stage only - needs further development – may link to BLF well-being programme Further development work to be done.

A proposal for Groundwork Haringey

Homes for Haringey – Better Haringey Estates Improvement Programme	£420,000	Groundwork delivery of landscaping and play improvements on priority housing estates in partnership with other agencies.	LBH Homes for Haringey (HfH) RA	Development and planning underway – with Housing Area Managers for current spend – but programme ongoing.
Homes for Haringey Decent Homes Standard Programme	£60,000	Working with decent homes contractors to produce investment plans for all estates in the Borough	RA	In development – dependent on HfH Decent Homes programme.
Circle Anglia – estate environmental improvement programme	£300,000	Various estates	Circle Anglia LBH Recreation Services	Nine project proposals received – but no funding secure. Two projects currently under development/fundraising.
Key site redevelopment or renewal	£120,000	Environmental improvements e.g. Brunel Walk etc	LBH Econ Regen	Concept stage only - needs further development – may link to CGS and S106.
ULV & Growth Areas Fund projects	£129,000			
Napier Road Community Garden & Parkland, Bruce Grove	£10,000	Environmental improvements	LBH NM, recreation Bruce Grove Residents Network	Concept stage only - needs further development.
Northumberland Park greenspace	£10,000	Open space improvements	LBH recreation LBH NM Residents' Groups	Concept stage only - needs further development.
TOTAL VALUE	£1,977,000.00			

5.3.2 BUSINESS

An opportunity exists for Groundwork to deliver projects that contribute to the Council's environmental policy objectives and wider objectives of the Economic Regeneration department. The Haringey City Growth Strategy highlights the importance of encouraging enterprise and inward investment within the Borough. One of the aspects of Groundwork's future programme of work is providing practical support, advice, information and training to companies on environmental business issues, and the aim is to encourage companies to realise cost savings through improved environmental performance (Environmental Business Services – known as Groundwork EBS). The second aspect is in addition delivering physical environmental improvements within industrial/business areas and in town centres - including streetscene enhancements such as landscaping, as well as improving community safety through better signage and lighting. Many business areas in the borough continue to suffer from "crime and grime" and this remains a major issue for business growth and economic prosperity.

Additionally, there is a significant potential area of work for Groundwork in helping the Council to meet its objectives to reduce waste, improve the management of waste and increase recycling – for businesses in particular. Groundwork has already delivered a pilot initiative on this basis in Wood Green. In Haringey, environmental business services have been largely provided by CESMB – (Centre for Environment and Safety Management for Business - based at Middlesex University) – who are a key player in this area, and Groundwork will be keen to collaborate with CESMB in order to avoid duplication of effort. Another potential partner who are significant in this field particularly in relation to businesses is the National Industrial Symbiosis Programme who bring together companies across many sectors with the aim of improving cross-industry resource efficiency through pooling resources, logistics and expertise.

Opportunities for Groundwork:

- Business site regeneration – environmental/landscape elements of business/industrial areas (consultation, design, delivery), possible business improvement district (BID) initiatives in town centres, environmental regeneration as part of Haringey Heartlands development, green business parks, town-centre/streetscene including shop frontage improvements are all relevant opportunities.
- Groundwork Environmental Business Services (EBS) – general awareness-raising activities as well as more in depth environmental management advice.
- Corporate Social Responsibility – encouraging corporate volunteering and sponsorship opportunities for local environmental projects.

Potential Partners:

- North London Ltd
- Haringey Council
- City Growth Strategy Partnership
- North London Strategic Alliance
- North London Chamber of Commerce
- Business Link London North
- FinFuture Ltd
- CESMB
- North London Waste Authority
- National Industrial Symbiosis Programme

Project	Estimated project value	Description	Partners	Progress
Trade Waste Recycling Campaign – new areas	Costed within the Greening Industrial Estates, Business Areas & Town Centres project below	Waste minimisation awareness for SME's	LBH Econ Regeneration NLWA CESMB	Currently finalising pilot project before further development.
Haringey PCT EBS	£5,000			

A proposal for Groundwork Haringey

Haringey CGS delivery plan projects	£120,000			
LDA Green Economy Programme 2006 - 2009	£90,000	Provision of a package of industrial estates improvements – including EBS and landscape design.	NLCC LBH Econ Regen Millmead Business Group CESMB	The suggested project for inclusion is Millmead Industrial Area – under development 07/08.
Greening Industrial Estates, Business Areas & Town Centres	£143,000	Improving business/industrial sites through business engagement in planning, design and implementation of environmental improvements; in addition to provision of EBS. Strong links to Haringey City Growth Strategy implementation plan and Neighbourhood Renewal.	LBH Econ Regen North London Ltd NLCC CESMB	Development in progress – may follow on from LDA pilot above.
Other EBS activity	£70,000	Strategy being written for end of 2006 - require practical delivery of environmental improvements in addition to LVRPA Ongoing discussion re: possibility of partnering to write a Zero-Waste Strategy for the Borough. The concept of zero waste is about moving to 'minimising' waste rather than 'managing' waste and requires involvement across the supply chain.	NLSA LVRPA LBH CESMB	Groundwork is now part of the Vision development. Future projects require development once Vision agreed.
TOTAL VALUE	£428,000.00			

5.3.3 EDUCATION

There is a need in the borough for Groundwork projects that relate to environmental education and sustainable development. However, other organisations including the Council are already delivering a number of schemes. However, there may be a role for Groundwork within this existing provision, such as Education for Sustainable Development, school-business projects, local heritage and travel to school.

There is also much potential to work in school grounds development and refurbishment as there is clearly a need to improve open spaces in the borough. The risk of exclusion of certain groups of children from education and achievement means there is scope for 'pupil inclusion' programmes and/or other informal education programmes and alternative learning approaches for special educational needs.

As there are substantial health inequalities between the east and west of the Borough – health improvement is a key area of work (as highlighted in the HIMP 2003-2005 as well as being a theme within the LA21 Action Plans) and therefore there is a potential role for Groundwork to work on health education projects/sporting activity projects with young people.

There is also a role for Groundwork to work on heritage projects – industrial or cultural heritage projects that encourage children to become more familiar with their surroundings using practical projects such as creating videos, making music and producing artwork.

Groundwork's 'education for sustainable development' focus not only delivers projects, but also leaves a more lasting legacy through teaching resources and teacher training. As projects are often linked to local environmental issues – Groundwork seeks to engage the involvement of the wider school community, particularly parental/family involvement and from local businesses and community leaders.

Opportunities for Groundwork:

- Breakfast clubs, after-school clubs and extended school functions
- School travel plans/Safer Routes to School
- Healthy Schools Programme – NHS/TPCT potential partnership link
- Heritage and Cultural projects (could also be community or land programmes)
- Environmental education in primary & secondary schools including environmental teacher training/teaching resources
- School grounds improvements including 'Building Schools for the Future' programme

Potential Partners:

- LBH Children's and Youth Services and other departments as appropriate
- Sure Start
- Children's Fund
- BTCV
- Learning Through Landscapes
- GLA London Schools Environment Award Team
- Waste Watch
- Parent's Groups, Parent Teacher Associations, School Pupil Councils, Trade Union branches and stewards

Project	Estimated project value	Description	Partners	Progress
<i>After-school and extended school activities</i>	£60,000	General environmental education & potential role in Safer Routes to School; linking schools into local environmental regeneration initiatives	LBH Children's Services	Concept stage only - needs further development
<i>Educational resources and environmental teaching services Site specific education e.g. Tottenham Marshes</i>	£15,000	Developing educational/learning resources for key sites in the borough or local environmental resources for schools	LBH Recreation LVRPA Friends Group BTCV	Awaiting feedback from LVRPA
<i>School grounds improvements</i>	£120,000	Landscape/facility improvements to school premises – creating outdoor classrooms/safe, shaded play	LBH Children's Services Haringey Play Association	Concept stage only - needs further development
<i>Work experience programmes, Sure Start/Children's Fund and Children's Centre programmes</i>	£30,000	Environmental work experience for school pupils – linking to Groundwork activities and local businesses Environmental activities linked to Children's Centres.	LBH Children's Services HEBP Connexions Sure Start	Concept stage only - needs further development
<i>TOTAL VALUE</i>	<i>£225,000.00</i>			

5.3.4 YOUTH

Engaging young people in projects that improve their surroundings can regenerate a renewed sense of community spirit, providing learning and employment opportunities and contributing to the creation of more cohesive and safe neighbourhoods. This is something that is a priority in Haringey and central to Groundwork youth programmes.

Groundwork is a key deliverer of environmental work with young people. Our experience tells us that young people want to see and participate in positive change in their neighbourhoods. They have the most to lose from neighbourhood decline and the most to gain from new facilities and services. Community-based projects enable young people to plan and undertake changes to their surroundings, which can act as a catalyst that kick-starts a change in attitudes and behaviour.

Groundwork's priorities have been highlighted as: working with young people not in education or training (NEET) and raising achievement amongst young people in schools and youth centres – using the environment and local regeneration projects as a tool to engagement.

The Network Learning Communities in Haringey will be fundamental in identifying potential projects and resources to support Groundwork youth projects in the borough.

Groundwork would welcome input from the newly formed Haringey Youth Council.

Opportunities for Groundwork:

- Partnership work with LBH Youth Service and Neighbourhood Management – youth clubs and estate-based work in key neighbourhoods
- School or college projects – inclusion programmes and work experience
- Anti-Social Behaviour and youth crime diversionary projects – by involving young people in environmental projects in their neighbourhood
- Intergenerational projects – particularly teenagers and older people
- Art or media-based youth projects linking to an environmental/regeneration theme
- Work alongside youth training agencies delivering environmental/horticultural training
- Using environment-theme to engage ethnic youth groups

Potential partners:

- KIS Training Ltd (youth training / Prince's Trust projects)
- North London Connexions
- Learning & Skills Council North London
- Haringey Children's & Youth Service
- Haringey Play Association
- Local youth groups including YMCA
- Haringey Neighbourhood Management & regeneration partnerships
- Haringey Education & Business Partnership
- BTCV

Project	Estimated project value	Description	Partners	Progress
<i>BLF - Health projects with young people</i>	£150,000	Using environmental projects to highlight the benefits of healthier lifestyles and activities for young people	Haringey TPCT LBH Children's	Development in progress via Big Lottery Fund Well-being programme
<i>Environmental youth projects – on estates and in schools</i>	£180,000	No specific projects identified – but Groundwork's role should be engaging young people within their neighbourhood with environmental projects Projects should target young people from BME communities	LBH NM LBH Youth Service LBH Recreation Services Homes for Haringey	Concept stage only - needs further development
<i>Cultural projects with young people – art, media, heritage etc</i>	£15,000	Innovative projects to engage young people in heritage and cultural projects	Collage Arts LBH Chocolate Factory? Selby Trust	Concept stage only - needs further development
<i>LBH Children's Services Commissioning projects</i>	£15,000	Environmental projects with children and young people	LBH Children's	Current project search underway
<i>TOTAL VALUE</i>	<i>£360,000.00</i>			

5.3.5 EMPLOYMENT

There is a need for encouraging employment in the borough, especially in the east of the borough. The substantial and widespread efforts already in Haringey could be enhanced through the provision of practical environmental training and 'green' employment initiatives e.g. *Groundwork's Green Employment - Environmental Intermediate Labour Market (ILM) Programmes and related training initiatives*. Groundwork will need to ensure avoiding duplication of the existing efforts and services, and opportunities lie in joining-up or adding to existing schemes.

Groundwork's model aims to support long-term unemployed into employment in the horticulture and landscaping industry through a tailored training programme, including employment search and placements on completion. The ideal option is to combine an ILM with a Transitional Work Programme (TWP). The model above provides vocational training and paid real work experience. The model also provides a resource of a 'green team' that could deliver maintenance and landscape projects in the borough. The initial cost of establishing a 'green team' can be expensive but can be justified with the higher job outcome rates. The ILM/TWP gives those clients who have multiple barriers to employment the skills and qualifications to access the labour market. The model could be a springboard for establishing a local social enterprise that can aim to increase project income and therefore secure long-term sustainability. The costs and project length can be flexible on all options and Groundwork will work to develop an employment initiative that meets funders', employers' and clients' needs. In order to be viable it is likely that this scheme would need to be a partnership across neighbouring boroughs.

The EMPLOY Upper Lee Valley Framework provides potential partnership or tendering opportunity for Groundwork to deliver employment programmes via Urban Futures managed programmes.

The Local Employment Action Programme is a pan-London Groundwork initiative funded by the London Development Agency and Job Centre Plus (£100,000 over 2 years). The Groundwork feasibility planning has identified the need to provide training and employment opportunities in the horticulture and grounds maintenance sector. This successful LDA and Job Centre Plus programme will fund Groundwork to develop employment opportunities across several London borough's, including Haringey. Groundwork has discussed these with the Council's Employment & Skills Team to explore green jobs and other employment projects in Haringey.

Opportunities for Groundwork:

- Develop the concept of a 'Green Team' for Haringey
- Support and strengthen existing skills development and training activities centred around horticultural/environmental centres
- Working in partnership with the Probation Service to deliver specialised training for ex-offenders
- Working in partnership with JobCentre Plus to deliver targeted environmental programmes for BME groups and migrant communities
- Environmental work experience/voluntary placements for young people

Potential Partners:

- KIS Training Ltd
- Urban Futures
- Job Centre Plus North London
- Haringey Employment Partnership
- Haringey Council Economic Regeneration
- Learning & Skills Council North London
- Selby Trust
- Haringey Training Network

Project	Estimated project value	Description	Partners	Progress
<i>Green Team Pilot Programme 07/08</i>	£200,000	Strategy being written for end of 2006 - require practical delivery of environmental improvements in addition to LVRPA? Link to assist existing horticultural centres?	LBH Econ Regen JCP LSC	LBH considering Groundwork proposal
<i>Lone parents teaching assistants programme</i>	£80,000	Existing initiative that could be rolled out in Haringey?	LBH Econ Regen	Concept stage only - needs further development
<i>Specific environmental training targeting BME/migrant community</i>	£90,000	Targeted programme using environmental/landscape training to increase general employment skills – potential inclusion of resettlement of prisoners.	LBH Econ Regen JCP	Concept stage only - requires further development
<i>TOTAL VALUE</i>	<i>£370,000.00</i>			

5.3.6 COMMUNITIES

Fear of crime is a major concern to people in Haringey, especially to the east of the Borough and highlighted in the Crime Reduction Strategy (2005-2008). Community Safety schemes and neighbourhood projects which help to reduce fear of crime are among the recommended measures. Studies indicate enviro-crime is often responsible for increasing the perception of crime. This is an area where there is a potential need for Groundwork projects which address these issues through projects that combat graffiti and improve street lighting, signage and open spaces. Groundwork has the expertise in working with residents and leaseholders in addressing their concerns about their environment through good design. Groundwork would work in partnership with the Better Haringey and Community Safety teams.

There is potential for Groundwork to work on community development projects that focus on environmental regeneration. Such projects would also include consideration of sports and health and social cohesion. Ideally these projects would relate to physical improvement projects and be located in those areas of greatest need.

All those involved in delivering regeneration now agree that a sustainable community is, by definition, a healthy community and that tackling disadvantage is at the root of improving well-being. There are a number of opportunities for Groundwork to create healthier environments and lifestyles in the borough.

Any future work with Neighbourhood Management teams and also the Seven Sisters NDC could also build on the need to keep local residents involved in the regeneration effort. Groundwork's experience in community consultation would come in useful here.

Opportunities for Groundwork:

- Community safety projects
- Community gardener schemes and horticultural therapy (health and environment)
- Community development workers with environmental expertise
- ALMO / Housing services – estate regeneration schemes and resident engagement
- Environmental projects to involve refugees, asylum seekers and BME communities
- Sport projects – complementing sports activities on a neighbourhood level
- Community waste and recycling – raising awareness to increase recycling rates – potential links to local recycling initiatives, including Restore community recycling project and Recycling in Education Initiative.
- Community Centres – assistance in designing and building outdoor areas and gardens.

Potential Partners:

- LBH Neighbourhood Management
- Homes for Haringey
- Haringey TPCT
- Community Safety/Police
- Housing Associations
- Haringey Training Network
- Haringey HAVCO and HARCEN
- Women's Environmental Network
- Residents' Associations
- Community Sports Network

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Project	Estimated project value	Description	Partners	Progress
Mayor's Sustainable Suburbs Toolkit	£4,000	Potential new funding or 'toolkit' training for Neighbourhood Managers. Also NM are keen to see practical work coming out of the learning that has taken place in the Myddleton Rd. area.	LBH NM	
Community Gardener Allotment/Food Growing Project - Possibly around the Tower Garden Estate	£60,000	Help to set up and support community gardening clubs and projects in deprived communities. Mainly on housing estates, schools, community centres. Also link into allotment and gardening work which focuses on nutrition and 'cook & eat' type projects with a target on hard-to-reach communities such as women who are otherwise confined to the home, elderly groups, substance misusers, refugees etc. Can also be linked into qualifications and employment and Children's' Centres	HfH, LBH NM, HA's, BTCV Residents' Associations	
Horticultural Therapy projects - PCT mental health	£60,000	Links to employment programme and existing activities at John Grooms Centre and MHT centre	Haringey TPCT MHT	
Community training and volunteering opportunities	£15,000	Activities linked to local regeneration projects	Haringey Training Network Selby Centre HAVCO	
Balfour Beatty Decent Homes Contract and other Neighbourhood Initiatives	£120,000	If Balfour Beatty are successful in winning Decent Homes contract then Groundwork will help them to deliver community communication and engagement aspects of their work	Balfour Beatty, HfH	
TOTAL VALUE	£259,000.00			

SECTION 6 - Organisational Plan

6.1 Organisational structure and staff resources

The proposed Groundwork services in Haringey will be delivered by the Groundwork North London staff team with the relevant expertise and experience appropriate for the operations outlined in Section 5. The staff resource for the new area will include:

Community Development staff – working with local people, consulting, supporting and building capacity so that residents are able to develop their own ideas and play an active role in improving their own neighbourhoods.

Landscape Architects – translating local ideas into practical schemes that meet community needs, engaging specialist contractors and managing contractors through to completion.

Education – education officers – supporting teachers with practical workshops, training, schools grounds developments and school business links.

Employment – employment practitioners – providing vocational training and work placement opportunities for people finding it difficult to get work.

Business – environmental managers – providing advice to companies and organisations on sustainable procurement, health & safety, waste minimisation, energy-saving and pollution.

Youth – youth workers – involving young people in practical regeneration activities as a way of developing their confidence and skills and helping them realise their potential as positive agents of change.

Fundraising – fundraisers working with other Groundwork staff and community groups to identify sources of funding and submit successful funding applications.

Management – developing and providing supervision, systems and procedures for operational staff to ensure that work is delivered on time, to a high standard and within budget.

Administration – providing administrative and financial support to operational teams to enable them to operate effectively.

These posts will in most instances be drawn from existing expertise in the Trust, depending on the skills and capacity required to deliver the various programmes. However, if additional staff resources are required to fill the skills gaps or add capacity, this will be assessed by Groundwork North London as part of their strategic business planning process.

There is a clear benefit to using experienced Groundwork staff that have been delivering successful programmes in adjacent boroughs. Groundwork London's regional programme staff will also be involved in managing or delivering regional or sub-regional programmes in Haringey. Groundwork will recruit or engage specialist staff, e.g. Environmental Business Advisers, this would be sourced from the network of skills within Groundwork in the London region.

Voluntary posts are not anticipated at this stage, other than local community volunteers on individual projects at a neighbourhood level. All of these staff resources are costed as shown in Section 7.

6.2 Premises

Groundwork North London is currently engaging with property consultants to explore the positive opportunity to purchase premises to best serve their geographical area.

6.3 Governance and legal implications

Groundwork is currently in the process of reviewing the future delivery of services across London in the future, therefore no formal governance arrangements are likely to be possible until March 2007. It is expected that the Council will be invited to participate in the new governance arrangements whether at a sub-regional or regional level.

Subject to Council agreement, Haringey Council will enter into a partnership with Groundwork for the delivery of the agreed Operations Plan. Groundwork's services in Haringey will be delivered by Groundwork North London as of 1st April 2007.

A Haringey Steering Group or Committee will be established to monitor the local delivery of services in the borough and assure that these are attuned to local needs. This mechanism would facilitate engagement with local stakeholders and partners and ensure that local accountability remains with Haringey stakeholders and Groundwork.

6.4 Internal management and evaluation systems

Groundwork ensures that all project delivery is well managed, monitored and their outcomes evaluated with all stakeholders. The Groundwork Project Management System provides an IT-based framework to closely manage projects on time, to budget and to agreed outcomes.

As part of individual projects, Groundwork ensures that its customers have the opportunity to evaluate their performance and the project as a whole. This is achieved through customer satisfaction surveys at the end of all projects with evaluation meetings held for all major projects. In addition the Trust carries out post project (1 year plus) evaluation of a sample projects each year to evaluate their success and learn appropriate lessons. The style in which Groundwork delivers relies on local community stakeholders being fully engaged in planning, design and implementation of the project from the outset and to gain ownership of the projects on completion. Groundwork will also ensure robust maintenance and after-care procedures on all projects – through negotiation with the local community and relevant authorities and landowners.

Groundwork UK has recently commissioned the Centre for Local Economic Strategies to undertake research to find out what difference our projects make to people's quality of life. Initial findings conclude that Groundwork Trusts are having a beneficial impact on neighbourhood satisfaction, liveability, fear of crime, skills development and community empowerment.

6.5 Accreditation and policy framework

Groundwork North London has a robust policy framework including Diversity, HR, Health & Safety, Environment, Business Planning and Finance.

The Board of Trustees has formally constituted Sub Groups for Finance, Business Planning and Human Resources. There is also a sub group for Premises. A Board Trustee is invited to attend the Health & Safety Committee.

The Trust operates a vigorous Business Planning process, involving key partners, external funders, Groundwork UK and other relevant parties. This process approved by the Board of Trustees and in compliance with Groundwork UK and DCLG, drives the organisation forward through the following financial years, determining priority objectives and cascading these down to all the management and staff teams.

All Groundwork operations are also subject to a Comprehensive Business Assessment (CBA). Groundwork North London complies with all recommended external auditing and review processes and in 2005 was audited under a formal Twelve Year Review (as part of the Government's 12 Yr Rule, established in 1996). This was carried out by an external body (URSUS Consulting) in cooperation with Groundwork UK. In 2006 Groundwork North London was reviewed by a Federation appointed Performance and Review (PAR) Team. The Trust will next be assessed under CBA in 2009. These review processes ensure the Trust is operated and managed efficiently and effectively.

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The Groundwork Federation has implemented BETA+ (Business Excellence Through Action) as a total quality management system for all Trusts and regional offices. Groundwork UK has joined the UK Investors in Excellence Recognition Programme which is built around the fundamental concepts of Excellence and the European Foundation for Quality Management (EFQM) Excellence model.

Groundwork North London has achieved accreditation in Investors in Excellence and has 'Investors in People' accreditation.

The Trust operates key working groups to determine policy and procedure. These include:

- Aftercare Working Group
- B.E.T.A Working Group
- Creative consultation Working Group
- Diversity Working Group
- Diversity Working Group
- First Aid Working Group
- Green Group (BS8555)
- Health and Safety Committee
- Quality Working Group
- Staff HR Working Group

The Trust has CHAS (Contractor Health and Safety assessment scheme) accreditation. CHAS compliance means Groundwork North London has demonstrated compliance with current legislation and sound management of Health & Safety. CHAS is recognised by the Local Government Association, Trades Union Congress and the Institution of Occupational Health (IOSH) who have formally endorsed the scheme. Groundwork North London has a Health & Safety Committee, chaired by the Executive Director (with Board Trustee attendance) which meets regularly and reports to the Board of Trustees.

The Trust is currently undergoing the implementation process for BS8555 (Environment) and will complete this accreditation process by March 31st 2007.

6.6 Partner liaison

As well as building a sustainable programme of work that delivers the borough's needs – Groundwork will continue to build relationships with key partners and community stakeholders across all sectors. The development process to date has been extremely positive and partner organisations welcome Groundwork services in the borough. Groundwork must ensure that partner relations are maintained and projects are delivered to a high quality in order to demonstrate and build our profile and reputation within Haringey.

SECTION 7 - Income and expenditure

The Income and Expenditure forecast has been created to anticipate the expected development income, project income and costs, as well as demonstrating the management of the business over the six year period of the projected programme. The income and cost figures have been derived from knowledge available and supported by identified income streams and project initiatives. (See Section 5 Operations Plan).

The financial plans are supported by key London Borough of Haringey partners.

The financial projections are summarised in Table 1.

The financial planning includes cash flow projections, cost projections based on budgets for people and overheads, as well as programme summaries.

The annual contribution requested from the London Borough of Haringey is £70,000. It is noted that there is a match of funding from other areas (DCLG, private sector). This funding is focussed on development, programme and project development and is linked to the ability to deliver the projects and programmes identified in the Operations Plan.

Assumptions:

- The phased build up of the project and programme income and costs reflects the increase in local development knowledge and experience; and will build on the capacity already developed in delivering pilot projects in 2006/07.
- The current Groundwork North London programmes will run in parallel and opportunities to broaden existing programmes will be maximised. The Groundwork year runs from 1 April to 31 March.
- The programme values take account of the information on programmes provided to date by the London Borough of Haringey and other key partners.
- Retained surpluses of fewer than 5% build over the six years to establish a cumulative total in the order of £188k. This annual surplus level is good financial management and contributes to the Trust, supporting its intent to carry unrestricted reserves for the purposes of ongoing working capital.
- Costs have been estimated using the Full Cost Recovery method.

The trends in finance:

- Steady rise in project income as new programmes are developed and implemented
- LB Haringey contribution and DCLG investment are a reducing proportion of the programme over time
- Project costs increase to accommodate increased volume of work
- Staff and support costs increase to accommodate increased volumes and the need to invest in staff skills, development and retention.

Risk Analysis:

With the current status of the data available, it was not considered practical to prepare a detailed sensitivity analysis of the financial projections. Attention is drawn to the following risk factors:

- The assumptions used to prepare the financial projections are based on the experience of Groundwork London generally and Groundwork North London in particular, together with consultations with the London Borough of Haringey and key stakeholders. Hence, the outcomes are dependent upon both the scope and content of the programmes being available for delivery with LB Haringey within the timescales proposed.
- Similarly, the National Performance Measures (NPM's) have been extrapolated from the information available in creating the project programmes. The assumptions used to prepare the NPM's are a mixture of this information and experience of Groundwork London generally and Groundwork North London in particular, together with the consultations with partners. Hence, the outcomes are dependent upon both the scope and content of the programmes being available for delivery with partners within the timescales proposed.

A proposal for Groundwork Haringey

- The operations programme sets out the priorities of local partners and indicative levels and sources of funding. Until the actual Haringey programme is underway there is a risk that changes in funding regimes may have an adverse effect on income.
- Continuity of programmes and maintenance of payment terms, in respect of cash receipts from programmes.
- The forecast net profit margin is vulnerable to erosion through inflation and non-forecast expenditure.

Groundwork North London has a firm financial position with a large number of regeneration programmes already underway. Their key financial objectives will be to:

- Develop and secure a broad base of operational and development funding to ensure sustainable cash flow across its operations
- Achieve annual surpluses to finance continued development and growth and to ensure long term viability of the Trust
- Maximise the leverage of other sources of funds and secure new sources of funds
- Secure partnerships to spread and manage financial risk and maximise value for money
- Keep overheads to a minimum and optimise the economies of scale available to a larger Trust to benefit the operations
- Maintain financial management systems and ensure there are proper controls in place including project management systems

TABLE 1: INCOME AND EXPENDITURE

	2007/08	2008/09	2009/10	2010/11	2011/2012	2012/2013	6 Years
Development Income							
Predicted Groundwork investment (incl.private, DCLG & other)	70,000	70,000	70,000	70,000	70,000	70,000	420,000
Predicted Haringey Council investment	70,000	70,000	70,000	70,000	70,000	70,000	420,000
	140,000	140,000	140,000	140,000	140,000	140,000	840,000
Project Income	445,000	510,000	590,000	655,000	699,000	720,000	3,619,000
Income growth		14.61%	15.69%	11.02%	6.72%	3.00%	
TOTAL INCOME	585,000	650,000	730,000	795,000	839,000	860,000	4,459,000
Indirect Expenditure							
Staff Costs	70,000	74,000	77,000	80,000	84,000	87,000	472,000
Support costs	45,000	46,350	47,740	49,172	50,647	52,166	291,075
Full cost recovery	115,000	120,350	124,740	129,172	134,647	139,166	763,075
Direct project costs	445,000	503,500	575,000	630,000	669,000	685,000	3,507,500
TOTAL EXPENDITURE	560,000	623,850	699,740	759,172	803,647	824,166	4,270,575
SURPLUS	25,000	26,150	30,260	35,828	35,353	35,834	
Surplus % [Target 5%]	4.27%	4.02%	4.15%	4.51%	4.21%	4.17%	
Cumulative Surplus	25,000	51,150	81,410	117,238	152,591	188,425	

SECTION 8 Outcomes**Table of Outcomes**

Performance Measure	Unit	Totals Years 1 to 3	Estimated Years 4 to 6	Overall Total 6 Years	Estimated Year 6
Physical Environmental Improvement					
Trees planted	No. of trees (000s)	1.5	4	5.5	3.6
Area of land improved	Square metres (000s)	25	85	110	70
Area of land maintained	Square metres (000s)	25	100	125	85
Education and Community Involvement					
Young people actively involved in projects	Person days (000s)	5	8	13	6
Adults actively involved in projects	Person days (000s)	5	8	13	4.5
Schools involved with Groundwork	No. of schools	15	60	75	50
Integrating the Economy and Environment					
Businesses involved with Groundwork	No. of businesses	50	120	170	100
Improvements to environmental performance	No. env. reviews	10	30	40	20
Jobs created	No. of jobs	5	45	50	30
Training weeks provided	No. of weeks (000s)	1	2	3	1.3
Number and Type of Projects					
Total Projects Progressed	No. of projects	90	150	240	90
Physical Environmental Improvements	No. of projects	50	80	130	50
Education and Community Involvement	No. of projects	30	50	80	30
Integrating the Economy and Environment	No. of projects	10	20	30	10

Local performance measures are being developed and explicit outputs are to be agreed with LBH and defined through the Partnership Agreement. This would provide a robust plan which would allow for specific outcomes and for future funding to be tied into performance. One example of relevant local measures that have been suggested are health inequalities targets.

APPENDIX 1

Partners and Steering Group should be listed in the appendices along with formal observations of the major partners. These may be in the form of letters of support.

List of Partners

1 Haringey Council

2 Supporters

a) Voluntary and Community Sector

HAVCO
ReStore
FinFuture
Selby Trust
Lea Rivers Trust

b) Public Sector

Haringey Teaching Primary Care Trust
Lee Valley Regional Park Authority
British Waterways

c) Business Sector

CESMB Middlesex University
London Waste Ltd
Circle Anglia
North London Chamber of Commerce
Tottenham Hotspurs
North London Ltd
Homes for Haringey

d) Other Partners/Supporters

List of Organizations Represented on Steering Group Members

- LBH
- Haringey TPCT
- North London Waste Authority
- LVRPA
- CESMB
- HAVCO
- FinFuture
- Circle Anglia

APPENDIX 2

Key local regeneration/investment initiatives including a list of organisations involved in the residual needs study

Face to face consultees

- Markfield Organisation
- NDC Seven Sisters
- Middlesex University –CESMB
- Haringey Employment Business Partnership
- LBH – Neighbourhood Management Team
- Lee Valley Regional Park
- FinFuture
- Selby Trust
- ReStore Haringey
- Family Housing Association
- British Waterways
- Lea Rivers Trust
- KIS training
- JobCentre Plus
- Business Link for London North
- Circle 33 Housing Association (Circle Anglia)
- Lynne Featherstone MP
- BTCV
- Haringey Play Association
- North London Strategic Alliance
- North London Ltd
- Urban Futures
- London & Quadrant Housing Association
- Family Housing Association
- LBH – Various departments:
 - Environment Directorate
 - Housing/ Housing Strategy
 - Parks
 - Economic Regeneration
 - Neighbourhood Management
- Cllr Brian Haley - Executive Member for Environment & Conservation
- Cllr Lorna Reith – Executive Member for Community Involvement
- Cllr Kawshika Amin - Executive Member for Enterprise and Regeneration

Consultees by Questionnaire/Telephone Interviews

- Haringey Strategic Partnership
- Metropolitan Housing Trust
- Learning and Skills Council – London North
- Haringey Federation of Residents Association
- College of North East London
- Haringey Accord Ltd.
- LA21 Community Steering Group
- WasteWatch

Organisations included in Broadcast Consultation

- Friends of Parks Forum
- Haringey Community Empowerment Network
- Haringey Racial Equality Council

A proposal for Groundwork Haringey

- Haringey Consortium of Disabled People and Carers Consortium
- Haringey Cycling Campaign
- Collage Arts
- Age Concern
- Hornsey YMCA
- Bruce Grove Youth and Community Centre
- The Harringay Club

Community organisations based at the Selby Trust:

- Angolan Community Association
- Black & Ethnic Minority Service
- Cabinda Community Association
- Critical Praxis
- Eritrean Community Centre
- Ethiopian Community Centre
- Haringey Accountancy Project
- Haringey Refugee Consortium
- Kurdish Housing Association
- Mencap
- Social & Community Enterprise
- Uganda Relief Association
- Zairean Community Centre
- Garden Residents' Association

Presentations to

- Healthier Communities Executive
- Better Places Partnership
- Better Haringey Steering Group

APPENDIX 3: PRESS CUTTINGS OF PUBLICITY OF GROUNDWORK PILOT PROJECTS

APPENDIX 4

Groundwork Operations Plan Financial Summary - October 2006

Programme	Project	Year 1 £000's	Year 2 £000's	Year 3 £000's	Year 4 £000's	Year 5 £000's	Year 6 £000's	TOTAL £000's	Total prog value £000's
Employment	Green Team Initiative	10	20	20	50	50	50	200	
	Environmental Training/work placements	0	0	30	30	30	0	90	
	Other training - teaching assistants	0	0	0	20	30	30	80	
	Total employment								370
Business	Haringey PCT EBS	5	0	0	0	0	0	5	
	Haringey CGS delivery e.g. Green Cluster, Waste Min etc.	20	20	20	20	20	20	120	
	NLCC/ NL Ltd - industrial estates - Millmead Estate plus...	15	15	15	15	15	15	90	
	Other industrial estates & town centre schemes	0	23	30	30	30	30	143	
	Other EBS activity	0	5	10	15	20	20	70	
	Total business								428
Land	Belmont Recreation Ground Phase 2/3	15	0	0	0	0	0	15	
	Priority Neighbourhoods NRF (e.g. Noel Park, Sandlings etc)	50	50	65	65	100	100	430	
	Canal Project	33	5	5	5	5	5	58	
	FinFuture Projects	15	0	15	0	0	0	30	
	Lordship Lane Streetspace	10	0	0	0	0	0	10	
	Carbuncle Passage - greening access	0	15	0	0	0	0	15	
	LVRPA/LBH The Paddocks	0	10	0	0	0	0	10	
	Muswell Hill Playing Fields	0	0	30	0	0	0	30	
	Creation of new/refurbishment of youth/play/sports facilities	30	0	40	50	70	70	260	
	Community Centre Gardens (e.g. Selby, Haven Centres...)	0	10	0	10	0	15	35	
	Allotment strategy - delivering projects	0	10	0	10	0	15	35	
	HfH housing estate improvements	70	70	70	70	70	70	420	
	Decent Homes Standard	10	10	10	10	10	10	60	
	Housing Association estate improvement projects	50	50	50	50	50	50	300	
	LBH key development sites	0	0	20	20	40	40	120	
	ULV & Growth Areas Fund & Green Infrastructure	0	20	20	20	29	40	129	
	Small Open Space/Community Gdns e.g. Napier Rd	0	0	10	0	0	0	10	
	Northumberland Park Greenspace	0	0	10	0	0	0	10	
	Total Land								1,977
Education	School-based activities - after-school/extended	0	10	10	10	15	15	60	
	LVRPA Tottenham Marshes - education resource	0	15	0	0	0	0	15	
	School grounds improvements	0	40	0	40	0	40	120	
	Children's & Early Years Programmes	0	10	0	10	0	10	30	
	Total Education								225
Youth	Big Lottery Well-being programme	30	30	30	30	30	0	150	
	Neighbourhood-based youth engagement activities	30	30	30	30	30	30	180	
	Other youth projects	10	0	10	0	10	0	30	
	Total Youth								360
Communities	Sustainable Suburbs - future project	2	2	0	0	0	0	4	
	Community Gardener	10	10	10	10	10	10	60	
	Horticultural Therapy projects - PCT mental health	10	10	10	10	10	10	60	
	Community training and volunteering opportunities	0	0	0	5	5	5	15	
	NDC or other Neighbourhood initiatives - potential delivery	20	20	20	20	20	20	120	
	Total Communities								259
Year Totals		445	510	590	655	699	720		

Total value of programme over 6 years £3,619



Agenda Item

The Executive*On 23 January 2007*

Report title: URGENT ACTIONS TAKEN IN CONSULTATION WITH EXECUTIVE MEMBERS

Report of: The Chief Executive

1. Purpose

To inform the Executive of urgent actions taken by Directors in consultation with Executive Members.

The report details urgent actions taken by Directors in consultation with Executive Members since last reported. Item numbers 18 and 19 (2006-7) have not previously been reported.

2. Recommendations

That the report be noted.

Report authorised by: Ita O'Donovan, Chief Executive

Contact officer: Richard Burbidge

Telephone: 020 8489 2923

4. Access to information:

Local Government (Access to Information) Act 1985

4.1 Background Papers

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

Executive Member Consultation Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

1. DIRECTOR'S ACTION – 2006-07

Exempt forms are denoted by ♦

18.	Finance	07.12.06	A.Travers	A.Mallett	Acquisition of former rail land for a new secondary school on Haringey Heartlands	Pursuant to the decision as set out in Minute TEX 214 of the Executive meeting held on 21 March 2006, to approve terms of the purchase of the site known as the former rail sand sidings at Haringey Heartlands.
19.	Finance	04.01.07	G.Almeroth	A.Mallett	To propose the Council's tax base for 2007/08 in accordance with the provisions of the Local Government Finance Act 1992	Approval, in accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992, the amount calculated as the Council's tax base for the year as 84,468. Also endorsement of the current approach to locally defined discounts originally introduced from 1 April 2004 continuing for 2007/08.



Agenda Item

The Executive*On 23 January 2007***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 December 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.

DIRECTOR OF CHIEF EXECUTIVE

Significant decisions - Delegated Action 2006/07

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	2.1.07	Changes to Officer Scheme of Delegation to Implement Council Reshaping	In accordance with the decision at full Council on 13 November 2006, the Chief Executive was authorised to ensure the Council's Scheme of Delegation to Officers in Part F7 of the Constitution was amended at the appropriate time dependent upon appointments to various posts. The majority of appointments to first and second tier posts have now been made and this delegated authority brings into operation the amendments required to reflect the new structure. Existing delegated powers to the new Directors and their second tier officers have therefore been re-allocated within each section of the scheme of delegation.
2.			
3.			
4.			

Delegated Action	
Type	Number

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ASSISTANT CHIEF EXECUTIVE (Access)

Significant decisions - Delegated Action December 2006

♦ denotes background papers are Exempt.

Items in **bold** denote agreed decisions over £50k

No	Date approved by ACE (Access)	Title	Decision
1.	21/12/06	Survey for St. Ann's Library Hall Extension – Lifelong Learning Facilities Contract for 2,250 + VAT for period of 2 weeks	Agreed
2.	21/12/06	Mechanical & Electrical Consultants for Redevelopment of St. Ann's Library Hall Contract for £23,140 + VAT	Agreed
3.	21/12/06	Structural Engineering Design Consultants for Redevelopment of St. Ann's Library Contract for 21,640 + VAT	Agreed
4.	21/12/06	Redevelopment of St. Ann's Library Hall Extension – Lifelong Learning Facilities Contract for £49,800 + VAT	Agreed
5.	21/12/06	Software to convert and maintain website metadata to IPSV Contract for £11,500 for period of 3 years	Agreed

Delegated Action

Type	Number
None	

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MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
THURSDAY, 7 DECEMBER 2006

Councillors *Mallett (Chair), *Diakides, Haley and *Meehan

*Present

MINUTE NO.	SUBJECT/DECISION	ACTION BY
PROC26	<p>APOLOGIES FOR ABSENCE</p> <p>An apology for absence was submitted by Councillor Haley.</p>	
PROC27	<p>NEW SIXTH FORM CENTRE AT WHITE HART LANE - REQUEST FOR WAIVER OF CONTRACT STANDING ORDERS AND TO VARY THE CONDITIONS OF CONTRACT (Report of the Director of the Children's Service – Agenda Item 4):</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 need to finalise contract and other related issues related to the main works and the earlier contract for demolition works. With the consent of our Chair a revised version of the report containing the comments of the Head of Procurement was tabled.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, in accordance with Contract Standing Order 7, approval be granted to a waiver of Contract Standing Order 12.07(a) (Requirement for security in the form of a bond) in respect of the main contract relating to the Design and Build of the Haringey 6th Form Centre dated 3 July 2006 between the Council and Willmott Dixon Construction Ltd. 2. That, in accordance with Contract Standing Order 7, approval be granted to a waiver of Contract Standing Order 12.07(a) (Requirement for security in the form of a bond) in respect of the Demolition and Asbestos Removal Contract dated 28 July 2006 between the Council and Willmott Dixon Construction Ltd. 3. That, in accordance with Contract Standing Order 13.02, approval be granted to a variation of both the Main Contract (referred to in 1 above) and the Demolition and Asbestos Removal Contract (referred to in 2 above) so as to remove the requirement for a Performance Bond. 4. That, in accordance with Contract Standing Order 13.02, approval be granted to a variation of the terms of the Collateral Warranty contained in both the Main Contract (referred to in 1 above) and the Demolition and Asbestos Removal Contract (referred to in 2 above) and to the delegation to the Director of 	<p>DCS</p> <p>DCS</p> <p>DCS</p> <p>DCS</p>

MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
THURSDAY, 7 DECEMBER 2006

	the Children and Young People's Service of authority to finalise those terms.	
PROC28	<p>REVIEW OF CONTRACT STANDING ORDERS (Report of the Acting Director of Finance – Agenda Item 5):</p> <p>We were informed that it was no longer proposed to proceed with the amendments to Contract Standing Orders 6.09 (Framework and Consortia Arrangements) and 13.03 (Variations and Extensions).</p> <p>Clarification was sought of the implications of the change proposed to Contract Standing Orders 12.05 and 12.06 (Conditions Applying to Contracts) by which the value of a contract which had to be executed on behalf of the Council under seal was increased from £150,000 was increased to £250,000. We noted that the proposal was a commercial consideration which reflected the increased cost of contracts generally since the Standing Orders were last changed. Having further noted that contracts under seal permitted the Council to start litigation if necessary up to 12 years from the date of the breach whereas litigation in respect of contracts not executed under seal had to be commenced within 6 years of the date of the breach we asked that Members of the Committee be supplied with details of all cases in which legal action of this sort had been taken by the Council in the last 5 years. We asked that a risk analysis be carried out on the proposal which should form the basis of the officer's recommendation. We also asked that with respect to Contract Standing Order 12.03 instead of deleting the words 'within 2 weeks' they be replaced with the words 'within 4 weeks'.</p> <p>With regard to the proposed changes in relation to Contract Standing Order 6.07 (Scope of Contract Standing Orders), clarification was also sought of whether there was a difference in law the difference between 'supervising' and 'managing' contracts. Having been advised that the word 'manage' did imply a measure of control, we asked officers to ensure that there would be no additional liability on the Council as a result of the proposed changes. In response to a question about the adequacy of the management of Council contracts, we were informed that arrangements were to be introduced in February 2007 which were aimed at formalising such arrangements.</p> <p>Concern having been expressed about the some of the limits suggested in proposed Contract Standing Orders 15.01 – 15.06 (Disposal of Assets) we were informed that Contract Standing Orders currently made no reference to Disposal of Assets and those now proposed excluded land.</p> <p>RESOLVED:</p> <p>That, subject to the foregoing, approval be granted to the proposed amendments to Contract Standing Orders as set out in Appendix 2 to the interleaved report and the General Purposes Committee be requested to recommend the Council accordingly.</p>	<p>HPr</p> <p>HPr</p> <p>HPr</p> <p>HPr</p>

MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
THURSDAY, 7 DECEMBER 2006

PROC29	<p>PROCUREMENT OF DESIGNER FRAMEWORK FOR BUILDING SCHOOLS FOR THE FUTURE (Report of the Acting Director of Finance – Agenda Item 6):</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the award of the framework agreement contract to the consultants outlined below as the Design Team Partners (DTP) for the Building Schools for the Future (BSF) programme – Penoyre and Prasad LLP ABK Architects Watkins Gray International LLP TP Bennett LLP Nicholas Hare Architects LLP Building Design Partnership (BDP) Ltd. 2. That approval be granted to the delegation of authority to award the call-off contracts for the individual project appointments of DTP consultants to the Director of the Children and Young People's Service, in consultation with the Executive Member for Children and Young People. 	<p>HPr</p> <p>HPr/ DCS</p>
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ANTONIA MALLETT
Chair

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