

NOTICE OF MEETING

Executive

TUESDAY, 24TH APRIL, 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

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AGENDA

1. APOLOGIES FOR ABSENCE (IF ANY)

2. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item 23 below. New items of exempt business will be dealt with at item 25 below).

3. DECLARATIONS OF INTEREST

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

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

4. MINUTES

To confirm and sign the minutes of the meeting of the Executive held on 20 March 2007.

5. PRESENTATIONS/DEPUTATIONS/PETITIONS/QUESTIONS

To receive a presentation from the Audit Commission on the Annual Audit and Inspection Letter.

6. ANNUAL AUDIT AND INSPECTION LETTER

Report of the Acting Director of Finance – To be introduced by the Executive Member for Finance): To consider the Council's response to the issues set out in the annual audit and inspection letter.

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

Report of the Scrutiny Review of Improving the Health of People with Profound and Multiple Learning Disabilities (To be introduced by Councillor Jones).

8. PROGRAMME HIGHLIGHT REPORT - FEBRUARY 2007

(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 February 2007.

9. THE COUNCIL'S PERFORMANCE - FEBRUARY 2007

(Joint Report of the Chief Executive and the Acting Director of Finance – To be introduced by the Executive Members for Organisational Development and Performance and for Finance): To set out an exception report on the finance and performance monitoring for February 2007 using the balanced scorecard format.

10. BEST VALUE INDICATOR TARGETS FOR 2007/08 - 2009/10 AND THE DRAFT COUNCIL PLAN

(Report of the Assistant Chief Executive (Policy, Performance, Partnerships and Communications) – To be introduced by the Executive Member for Organisational Development and Performance Management): To present proposed three year targets for the statutory best value performance indicators. **NOT AVAILABLE AT TIME OF COLLATION**

11. REORGANISATION OF MOSELLE AND WILLIAM C. HARVEY SPECIAL SCHOOLS TO INCLUSIVE LEARNING CAMPUS

(Report of the Director of the Children and Young People's Service – To be introduced by the Executive Member for Children and Young People): To seek approval to commence statutory consultation on the re-organisation of Moselle and William C. Harvey special schools into one primary and one secondary special school.

12. DRAFT STATEMENT OF COMMUNITY INVOLVEMENT

(Report of the Director of Urban Environment – To be introduced by the Executive Member for Regeneration and Enterprise): To approve the Statement of Community Involvement for submission to the Government Office for London. **NOT AVAILABLE AT TIME OF COLLATION**

13. REVIEW OF EXISTING CPZ SCHEME FOR HIGHGATE STATION

(Report of the Director of Urban Environment – To be introduced by the Executive Member for Environment and Conservation): To report back on the review and request agreement to the recommendations. **NOT AVAILABLE AT TIME OF COLLATION**

14. PARKING CHARGES REVIEW - STATUTORY CONSULTATION RESULTS

(Report of the Director of Urban Environment – To be introduced by the Executive Member for Environment and Conservation): To review the results of the statutory consultation on parking charges. **NOT AVAILABLE AT TIME OF COLLATION**

15. LOCAL IMPLEMENTATION PLAN ANNUAL PROGRESS REPORT 2008/9 - 2010/1

(Report of the Director of Environmental Services – To be introduced by the Executive Member for Environment and Conservation): To seek approval for the Local Implementation Plan Annual Progress Report (LIP APR) funding submission to Transport for London. **NOT AVAILABLE AT TIME OF COLLATION**

16. COMMISSION FOR SOCIAL CARE INSPECTION OF HARINGEY MENTAL HEALTH - UPDATE ON IMPLEMENTATION OF ACTION PLAN

(Report of the Director of Adult, Culture and Community Services – To be introduced by the Executive Member for Health and Social Services): To report on progress made in implementing the Action Plan drawn up in response to the CSCI inspection of mental health services in Haringey.

17. ENFORCEMENT STRATEGY AND POLICY

(Report of the Interim Director of Urban Environment – To be introduced by the Executive Member for Crime and Community Safety): To recommend for approval a proposed new 4 year Enforcement Strategy and Policy). **NOT AVAILABLE AT TIME OF COLLATION**

18. GRANT AIDING STANDARDS

(Report of the Assistant Chief Executive (Policy, Performance, Partnerships and Communication) – To be introduced by the Executive Member for Community Involvement): To propose the standards that the Council will apply when distributing grants to the voluntary and community sector.

19. REVIEW OF COUNCIL REPRESENTATION ON OUTSIDE BODIES

(Joint report of the Interim Director of Corporate Services and the Assistant Chief Executive (People and Organisational Development) – To be introduced by the Executive Member for Community Involvement): To review the relationship that the Council has with a large number of outside bodies and suggest ways of assessing the benefits such involvement produces.

20. URGENT ACTIONS IN CONSULTATION WITH THE LEADER OR EXECUTIVE MEMBERS

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

21. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS

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

22. MINUTES OF SUB-BODIES

Procurement Committee – 13 March 2007

23. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 2 above.

24. 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).

25. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at item 2 above.

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16 April 2007

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**MINUTES OF THE EXECUTIVE
TUESDAY, 20 MARCH 2007**

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

*Present

Also Present Councillors Bull, Demirci, Engert and Newton.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
TEX176.	APOLOGIES FOR ABSENCE (Agenda Item 1) An apology for absence was received from Councillor B. Harris. Apologies for lateness were submitted on behalf of Councillors Amin and Canver.	
TEX177.	DECLARATIONS OF INTEREST (Agenda Item 3) The following declarations of interest were made – <ul style="list-style-type: none"> • Councillor Diakides in respect of item 8 – Finsbury Park CPZ (Zone A) – Report of Statutory Consultation • Councillor Santry in respect of item 9 – Fortis Green CPZ – Report of Statutory Consultation and item 19 - Homes for Haringey, Quarterly Report • Councillor Newton in respect of item 10 – Crouch End and Muswell Hill Stop and Shop Schemes Results of Statutory Consultation • Councillor Canver in respect of item 24 – Admissions to Schools – Recommendations for Determination of Arrangements 	HLDMS
TEX178.	MINUTES (Agenda Item 4) RESOLVED That the minutes of the meeting of the Executive held on 20 February 2007 be confirmed that signed	HLDMS
TEX179.	BOUNDS GREEN CPZ - RESULTS OF STATUTORY CONSULTATION (Report of the Director of Urban Environment – Agenda Item 7) Councillor Demirci addressed our meeting and expressed concern that responses made by a number of residents who had expressed opposition to the proposals were not reflected in the report. Concern was also expressed that a number of other residents of the area claimed not to have been consulted and disquiet was voiced at the interpretation given to some of the submissions made. With the consent of our Chair, he then introduced Mr Shirish Sheth who made specific reference to the objection received that the Scheme would have a detrimental impact on	

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	<p>local businesses and that their staff would no longer be able to drive to work. In this connection we noted that business bays and stop and shop bays were contained within the proposals that would provide parking availability for businesses during the operational hours of the proposed CPZ. We also noted that, if we approved the proposals, the operation of the CPZ would be subject to a review pending which consultations with representatives of traders would be continued.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, having considered the objections set out in the interleaved report, approval be granted to the implementation of the proposed Bounds Green Compulsory Parking Zone subject to: <ol style="list-style-type: none"> a. formal withdrawal of the objection from the London Borough of Enfield, or b. consent to the Traffic Management Order proposal from the Greater London Authority under Section 121B (d) of the Road Traffic Regulation Act 1984. 2. That approval also be granted to - <ul style="list-style-type: none"> • The removal of the pay and display element of the proposed bays along Durnsford Road. • Thorold Road and Manor Road not being included. • Additional Statutory Consultation for the possible inclusion of Richmond Road and Eleanor Road. • The charges for parking places being those set out in the consultation material at least until the Borough Review of Parking Charges in May 2008. 	<p>DUE</p> <p>DUE</p>
TEX180.	<p>PROPOSED FINSBURY PARK CPZ (ZONE A) - REPORT OF STATUTORY CONSULTATION (Report of the Director of Urban Environment – Agenda Item 8)</p> <p>Councillor Diakides declared a personal interest in respect of this item by virtue of being resident in the proposed Finsbury Park CPZ area and left the room while this item was discussed and a decision taken.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, having considered the objections as set out in the interleaved report, approval be granted to the implementation of the Finsbury Park Compulsory Parking Zone (Zone A), as shown in Appendix III of the interleaved report. 2. That it having been noted that as part of the statutory process, there was support for the consideration of customer parking 	<p>DUE</p> <p>DUE</p>

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	<p>facilities and loading bays to be provided outside the commercial premises along Ferme Park Road approval granted to the inclusion of such provision as part of the overall implementation.</p> <p>3. That approval be granted to a review of the Finsbury Park CPZ being conducted 12 months after implementation.</p> <p>4. That the charges for parking places be those set out in the consultation material at least until the Borough Review of Parking Charges in May 2008.</p>	<p>DUE</p> <p>DUE</p>
TEX181.	<p>FORTIS GREEN CPZ - REPORT ON STATUTORY CONSULTATION (Report of the Director of Urban Environment – Agenda Item 9)</p> <p>Councillor Santry declared an interest in respect of this item by virtue of living in the proposed Fortis Green CPZ area and left the room when this item was discussed and a decision taken.</p> <p>RESOLVED:</p> <p>1. That having considered the objections as set out in the interleaved report, approval be granted to the implementation of the proposed Fortis Green CPZ subject to:</p> <p>(i) Formal withdrawal of the objection from the London Borough of Barnet, or</p> <p>(ii) Consent to the Traffic Management Order proposal from the Greater London Authority under section 121B (d) of the Road Traffic Regulation Act 1984.</p> <p>2. That the charges for parking places be those set out in the consultation material at least until the Borough Review of Parking Charges in May 2008.</p>	<p>DUE</p> <p>DUE</p>
TEX182.	<p>CROUCH END AND MUSWELL STOP AND SHOP SCHEMES - RESULTS OF STATUTORY CONSULTATION (Report of the Director of Urban Environment – Agenda Item 10)</p> <p>With the consent of our Chair and, having declared a personal interest by virtue of living in the proposed 'Stop and Shop' area of Crouch End and Muswell Hill, Councillor Newton addressed our meeting and advised that he had conducted his own survey the findings of which differed from the results of the statutory consultation conducted by officers which were set out in the interleaved report. He expressed concern that the second stage of the consultation had been conducted in the period shortly before Christmas 2006 which was not appropriately timed as it coincided with a busy time for traders. Also, the workshops arranged had not been well attended and might not have been representative of local opinion which he felt was opposed to the proposed scheme. Having expressed the view that a sufficient improvement to parking problems in the area</p>	

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	<p>could be achieved by improved car park signage and through the use of additional CCTV cameras he suggested that a review of the schemes after six months rather than a year would be more appropriate and help alleviate the concerns of local businesses.</p> <p>We noted that a petition containing some 4,000 signatures in favour of the scheme if it were free had been received but such provision was not practicable for enforcement reasons. We also noted that measures were required to address traffic congestion problems especially at the Crouch End High Street/Muswell Hill junction and that schemes similar to that proposed were operated successfully in other boroughs freeing up parking space and leading to improved levels of trade.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That having considered the objections as set out in the interleaved report, approval be granted to the implementation of the Stop and Shop (Pay and Display) parking schemes at Muswell Hill and Crouch End. 2. That a further review of the two schemes be conducted 12 months after implementation. 	<p>DUE</p> <p>DUE</p>
TEX183.	<p>PROGRAMME HIGHLIGHT REPORT - JANUARY 2007 (Report of the Chief Executive – Agenda Item 11)</p> <p>Clarification having been sought of the arrangements in place to ensure that Ward Councillors were being kept informed about proposals for small areas of Council owned land, we were informed that consideration would be given to this matter by the Better Haringey Stream Board and that Members would have the opportunity to comment on individual sites.</p> <p>Clarification was also sought of the programme risk to the Phase 1 Programme at Tetherdown referred to on page 30 of the Appendix to the interleaved report and we were advised that the data in the report might now need to be updated. The Executive Member indicated that she would have the matter investigated and provide a written response to Councillor Engert and to Members of the Executive.</p> <p>RESOLVED:</p> <p>That the report be noted.</p>	DCYPS
TEX184.	<p>THE COUNCIL'S PERFORMANCE - JANUARY 2007 (Joint Report of the Chief Executive and the Acting Director of Finance – Agenda Item 12)</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the report be noted. 	

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	2. That approval be granted to the virements set out in section 14 of the interleaved report.	DF
TEX185.	<p>EXECUTIVE RESPONSE TO SCRUTINY REVIEW OF THE COMMUNITY SAFETY ROLE OF CCTV (Report of the Assistant Chief Executive, Policy, Performance, Partnerships and Communications – Agenda Item 13)</p> <p>RESOLVED:</p> <p>That approval be granted to the response to the Scrutiny Review of the Community Safety Role of CCTV as set out in Appendix 1 to the interleaved report.</p>	ACE-PPPC/DUE
TEX186.	<p>CORPORATE ROLL OUT OF THE WOW! AWARDS (Report of the Assistant Chief Executive - Policy, Performance, Partnerships and Communications - Agenda Item 14)</p> <p>In response to a question we noted that while the WOW awards were for the Council's own staff Better Haringey Awards were primarily focussed on outside agencies so there was not likely to be a conflict of interest.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the WOW! Awards scheme be rolled out corporately across the organisation encompassing all services provided directly or on behalf of the Council from 1 May 2007 2. That the Central Feedback Team be responsible for the overall implementation, organisation and control of the scheme with Directorate complaints teams taking on nomination administration, as detailed in the interleaved report. 3. That the Head of Communication and Consultation devise an effective launch and staff briefing campaign and refine the design of posters and leaflets to reflect lessons learned from the pilot. 4. That future reports from the Central Feedback Team incorporate the WOW! Awards scheme. 5. That the scheme be reviewed 12 months after implementation. 6. That the Head of Policy and Performance and the Head of Organisational Development and Learning consider how the WOW! Awards could be best integrated into the overall reward and recognition framework for performance excellence. 7. That future consideration be given to extending the WOW! Awards to encompass staff who did not work on the front line. 	<p>ACE-PPPC</p> <p>ACE-PPPC</p> <p>ACE-PPPC</p> <p>ACE-PPPC</p> <p>ACE-PPPC/ACE-POD</p> <p>ACE-PPPC</p>

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TEX187.	<p>REVIEW OF THE LOCAL DEVELOPMENT SCHEME (Report of the Director of Urban Environment – Agenda Item 15)</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to review of the Local Development Scheme, as set out at Appendix 1 to the interleaved report and to its submission to the Government Office for London. 2. That approval be granted to the delegation of authority to approve any changes required prior to submission to the Assistant Director (Planning Policy and Development) in consultation with the Executive Member for Enterprise and Regeneration. 3 That, subject to any changes made under delegated authority and to the Government Office for London confirming that they did not wish to issue a Direction under the Town and Country Planning (Local Development) (England) Regulations 2004, approval be granted to the revised Local Development Scheme being brought into effect. 	<p>DUE</p> <p>DUE</p> <p>DUE</p>
TEX188.	<p>HIGHWAYS WORKS PLAN (Report of the Director of Urban Environment – Agenda item 16)</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 to deliver an investment programme of the size proposed would require its approval before the start of the 2007/08 financial year.</p> <p>In response to a request that the projects for 2007/08 be broken down by electoral Ward to assist consultation and monitoring, we noted that these were to be the subject of a presentation to a future meeting of the Executive Advisory Board.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the 2007/08 Highway Works Plan as set out in Appendices 2 and 3 to the interleaved report. 2. That, following consultation with residents and businesses, all proposed Compulsory Parking Zone schemes be referred to the Executive for decision. 3. That all other schemes which required consultation but where the results showed lack of support also be referred back to the Executive for decision. 4. That the progress on the 2006/7 Highways Works Plan be noted. 	<p>DUE</p> <p>DUE</p> <p>DUE</p>

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TEX189.	<p>OUTSOURCING DISABLED FREEDOM PASS ISSUE TO THE POST OFFICE (Report of the Director of Urban Environment – Agenda Item 17)</p> <p>RESOLVED:</p> <p>That approval be granted to the outsourcing of the Disabled Freedom Passes to the Post Office</p>	DUE
TEX190.	<p>HOMES FOR HARINGEY (QUARTERLY REPORT) (Report of the Director of Urban Environment – Agenda Item 18)</p> <p>Councillor Santry declared a personal interest in this item by virtue of being a Member of the Homes for Haringey Board.</p> <p>RESOLVED:</p> <p>That the report be noted.</p>	
TEX191.	<p>HOMELESSNESS STRATEGY (Report of the Director of Urban Environment – Agenda Item 19)</p> <p>We were pleased to note the reduction in the number of households living in temporary accommodation and we asked that this number be reported to Executive Members on a quarterly basis.</p> <p>Clarification having been sought of the availability of figures in relation to the operation of the Choice Based letting scheme we were advised that the scheme had proved to be very popular and that it was intended to include further details in a future report. In response to a question in relation to the accumulation of points by tenants we asked that officers write to all Members of the Executive with a fuller explanation of how the points scheme operated.</p> <p>We also asked a further report on the Homelessness Strategy be submitted to us in June including on the question of support provided to people for whom English was not their first language.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the approach to undertaking the homelessness review and developing a new strategy as outlined in the interleaved report be endorsed. 2. That the priority actions for 2007/08 and the continued need to develop the Action Plan in the light of consultation with the Team at the Department of Communities and Local Government be noted. 	<p>DUE</p> <p>DUE</p> <p>DUE</p> <p>DUE</p> <p>DUE</p>
TEX192.	<p>UPDATE ON THE INTEGRATED HOUSING BOARD AND RELATED ISSUES (Report of the Director of Urban Environment – Agenda Item</p>	

	<p>20)</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the following be noted and approved - <ul style="list-style-type: none"> The progress being made in establishing the Integrated Housing Board (IHB) and that the Haringey Strategic Partnership Board were to be asked to endorse it be noted. The proposed IHB consultative structure including sub committees The old Area Housing Forums no longer operated and would not meet again. 2. That the Council be informed accordingly and asked to amend Part H4 of the Constitution to reflect the changes to Consultative Bodies of the Executive. 	<p>DUE</p> <p>HLMDS</p>
TEX193.	<p>REGISTERED SOCIAL LANDLORDS (RSL) PREFERRED PARTNERING (Report of the Director of Urban Environment – Agenda Item 21)</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 the protocol would come into effect with the launch of the Partnering agreement on 1 April 2007.</p> <p>Concern was expressed about the need to tighten up those sections of the proposed protocol in relation to environmental considerations and in this respect it was suggested that RSL partners could be asked to sign up to a charter which incorporated the provisions of the Cleaner Neighbourhoods Act and the Environmental Responsibility Duty and Care Act. We asked that responsibility for keeping estates clean be included in paragraph 3.2 of the protocol.</p> <p>We noted that there were already a number of existing protocols with RSLs in connection with Anti Social Behaviour and we welcomed the expectation that they would be active members and regularly attend the quarterly Anti Social Behaviour Partnership Board meetings. We indicated that we would expect the annual performance document to include monitoring information in this respect which would be fed back to us.</p> <p>With regard to paragraph 6.6 of the protocol, we asked that signage boards be displayed on existing estates as well as on any new developments.</p> <p>We noted that any further comments on the proposed Protocol could be submitted to the Director of Urban Environment up to 30 March for</p>	

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	<p>approval in consultation with the Executive Member for Housing and the Leader of the Council.</p> <p>RESOLVED:</p> <p>That, subject to the forgoing, approval be granted to the proposed protocol between the Council and its six preferred Registered Social Landlord partners as set out at Appendix 1 to the interleaved report.</p>	DUE
TEX194.	<p>DEVELOPING SUSTAINABLE CHILDCARE (Report of the Director of Children and Young People's Service – Agenda Item 22)</p> <p>We noted that the flat rate of £175 proposed had been determined by the maximum rate for which parents could claim a maximum of 80% Working Tax Credit. We also noted that our Chair and the Executive Member for Children and Young People had raised the issue of the high childcare costs in London with the Minister.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the introduction of a childcare fee as from September 2007 for under fives childcare in Children's Centres at a rate of £175 a week with an hourly rate for wrap around care commensurate with this weekly rate and with a reduction for each sibling as part of shaping a childcare affordability and sustainability strategy for Haringey. 2. That the hourly fee rate be recommended to Governing Bodies as part of their extended school services' policy. 3. That approval be granted to the new evidence based application process for the Voluntary Sector Early Years funding to ensure both the better targeting of funding and delivery of the statutory duty to fund Nursery Education places to all three and four year olds (and two years olds in the future) as set out in paragraphs 8.10 - 8.12 of the interleaved report was achieved. 4. That approval be granted to the provision of places to parents who worked for the Council at the same rate as for Haringey residents, in recognition of the benefits for recruitment and retention and economic benefits for the Borough. 5. That it be noted that a review of the criteria and allocation of funding of places for vulnerable children under five years was underway as set out in paragraph 8.7 of the interleaved report aimed at achieving coherence from different approaches in existence from different services which pre-dated the Children and Young People's Service. 6. That the new duties and implications of the Childcare Act 2006 as outlined in paragraphs 7.1 and 7.2 of the interleaved report be 	<p>DCYPS</p> <p>DCYPS</p> <p>DCYPS</p> <p>DCYPS</p>

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	noted.	
TEX195.	HARINGEY CATERING SERVICE (Agenda Item 23) With our consent, this item was withdrawn.	
TEX196.	<p>ADMISSIONS TO SCHOOLS - RECOMMENDATIONS FOR DETERMINATION OF ARRANGEMENTS (Report of the Director of the Children and Young People's Service – Agenda Item 24)</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 determinations had to be made by 15 April 2007.</p> <p>Details of the comments received in response to Fortismere School's proposal to change the admission arrangements to the sixth form from the 2008/09 school year which were set out in Appendix 10b to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information which was likely to reveal the identity of an individual.</p> <p>Councillor Canver declared a personal interest in this item by virtue of having a child who attended Fortismere School and left the room during its discussion and while the decisions were made.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the amended admission arrangements for all community primary and secondary schools and St Aidan's Voluntary Controlled Primary School as set out in the interleaved report. 2. That approval be granted to the proposed admission arrangements for consultation for sixth form provision in Alexandra Park School, the Highgate/Hornsey Consortium and the new Sixth Form Centre as set out in the interleaved report. 3. That, in the light of strong opposition to the Governing Body's proposals demonstrated through the statutory consultation process, the proposed admission arrangements for consultation put forward by Fortismere School Governors that would change their admission arrangements for the Sixth Form from 5+ A*-C to 5+ A*-B grades for AS and A2 level courses and raise GCSE requirements to access vocational courses be rejected and the admission arrangements remaining as published for the 2006 and 2007 intakes as detailed in the interleaved report be approved. 4. 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 	<p>DCYPS</p> <p>DCYPS</p> <p>DCYPS</p> <p>DCYPS</p>

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	level, this entailed the Council's continued participation in the Pan-London Scheme.	
TEX197.	<p>URGENT ACTIONS IN CONSULTATION WITH THE LEADER OR EXECUTIVE MEMBERS (Report of the Chief Executive – Agenda Item 25)</p> <p>RESOLVED</p> <p>That the report be noted and any necessary action approved.</p>	
TEX198.	<p>DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (Report of the Chief Executive – Agenda Item 26)</p> <p>RESOLVED</p> <p>That the report be noted and any necessary action approved.</p>	
TEX199.	<p>MINUTES OF SUB-BODIES (Agenda Item 27)</p> <p>RESOLVED</p> <p>That the minutes of the Procurement Committee held on 13 February 2007 be noted and any necessary action approved.</p>	
TEX200.	<p>NEW ITEMS OF BUSINESS (Agenda Item 27)</p> <p>a. Preventing Violent Extremism Pathfinder Delivery Fund</p> <p>We noted that the Borough had been offered £80,000 to support the following areas of work to be supported through the Pathfinder Fund -</p> <ul style="list-style-type: none"> • Haringey Muslim Women's Forum (£35,000) • Haringey Police Amateur Boxing Club – Muslim Outreach (£10,000) • Young Muslim Leadership Project (£20,000) • On Side (£15,000) <p>b. Julie Harris, Principal Committee Co-ordinator</p> <p>We placed on record our thanks to Julie Harris who would shortly be leaving the Council's service to take up a post with Thurrock Council.</p>	

GEORGE MEEHAN
Chair

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Annual Audit and Inspection Letter

Haringey London Borough Council

The Audit Commission is an independent body responsible for ensuring that public money is spent economically, efficiently and effectively, to achieve high-quality local services for the public. Our remit covers around 11,000 bodies in England, which between them spend more than £180 billion of public money each year. Our work covers local government, health, housing, community safety and fire and rescue services.

As an independent watchdog, we provide important information on the quality of public services. As a driving force for improvement in those services, we provide practical recommendations and spread best practice. As an independent auditor, we ensure that public services are good value for money and that public money is properly spent.

Status of our reports

This report provides an overall summary of the Audit Commission's assessment of the Council, drawing on audit, inspection and performance assessment work and is prepared by your Relationship Manager.

In this report, the Commission summarises findings and conclusions from the statutory audit, which have previously been reported to you by your appointed auditor. Appointed auditors act separately from the Commission and, in meeting their statutory responsibilities, are required to exercise their professional judgement independently of the Commission (and the audited body). The findings and conclusions therefore remain those of the appointed auditor and should be considered within the context of the Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission.

Reports prepared by appointed auditors are:

- prepared in the context of the Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission; and
- addressed to members or officers and prepared for the sole use of the audited body; no responsibility is taken by auditors to any member or officer in their individual capacity, or to any third party.

Copies of this report

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Our overall summary

- 1 This letter provides an overall summary of the Audit Commission's assessment of the Council. It draws on the findings and conclusions from:
 - the audit of the Council;
 - the corporate assessment undertaken in June 2006;
 - inspections that have been undertaken in the last year; and
 - a wider analysis of the Council's performance and its improvement over the last year, as measured through the Comprehensive Performance Assessment (CPA) framework.
- 2 The letter is addressed to the Council. It has, in particular, been written for councillors, but is available as a public document for stakeholders, including members of the community served by the Council.
- 3 The letter's main messages are:
 - the Council is improving well and has been assessed as a three-star authority under the CPA framework;
 - the Council received an unqualified opinion on its 2005/06 financial statements; and
 - the Council received an unqualified conclusion on its arrangements for securing value for money during 2005/06.

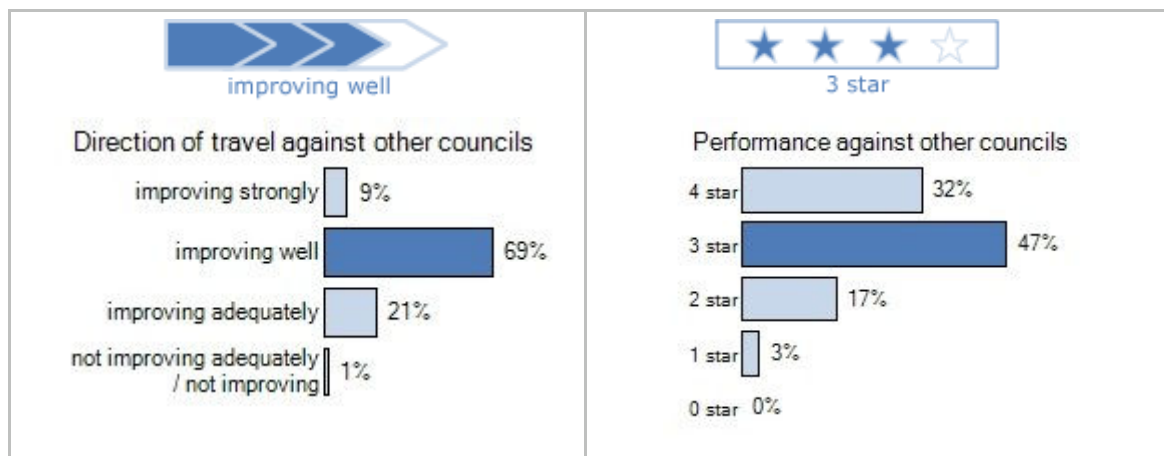
Action needed by the Council

- 4 The Council needs to:
 - improve social services for adults, in particular to support better adults with mental health problems;
 - develop further its approach to tackling homelessness and regenerating the borough;
 - continue to enhance risk management across the Council and its partnerships;
 - continue to implement its action plan to improve the project and financial management of major projects; and
 - embed the improved arrangements for securing value for money Council-wide.

How is the Council performing?

- 5 The Audit Commission's overall judgement is that the Council is improving well. The Council has been classified as a three-star authority in terms of its current level of performance under the CPA framework. These assessments have been completed in all single tier and county councils with the following results.

Table 1 CPA results for single tier and county councils



Source: Audit Commission

- 6 The detailed assessment of the Council is as follows.

Table 2 CPA scorecard

Element	Assessment 2005	Assessment 2006	Change
Direction of travel judgement	Improving well	Improving well	-
Overall	3 star	3 star	-
<u>Current performance</u>	(out of 4)	(out of 4)	
Children and young people	3	3	-
Social care (adults)	3	2	↓
Use of resources	3	3	-
Housing	2	3	↑
Environment	2	3	↑
Culture	3	3	-
Benefits	3	3	-
Corporate assessment/ capacity to improve	2	3	↑

(Note: 1= lowest, 4= highest)

The improvement since last year - our direction of travel report

- 7 The Council has made good progress in its priority areas of children and young people, community safety, environment, planning and housing services. Two-thirds of key service indicators have improved. The Council works well in partnership and has a track record of delivering improvements, for example in tackling crime and anti-social behaviour. Improvements to the local environment are significant, with increased recycling and more effective removal of abandoned vehicles and graffiti. Community cohesion, user focus and diversity are strengths. The Council has increased its focus on delivering value for money and has improved business planning and financial and performance management. Competing demands are balanced effectively. Resources are targeted to priorities and reflect local demographic challenges. Performance in social services for adults has, however, weakened. More work is required to support those with mental health problems and patients who can be discharged from hospital. The Council acknowledges that more progress is needed in tackling homelessness and regeneration. Plans are in place to address these gaps in services. The Council is well placed to continue to improve the services it delivers to local people.

Corporate assessment

- 8 During 2006, the Audit Commission carried out a corporate assessment under the revised CPA framework. The purpose was to assess how well the Council engages with and leads its communities, delivers community priorities in partnership with others and ensures continuous improvement across the range of Council activities.
- 9 The assessment concluded that rapid progress has been made in improving services over the past five years. This has been delivered within a complex and challenging borough where competing demands have been prioritised effectively. The Council is now starting to reap the rewards of its hard work. The above direction of travel report draws on the findings of the corporate assessment.
- 10 Our detailed findings and recommendations were published in October 2006. The Council is taking forward the recommendations made and integrating the actions arising into its improvement planning processes, including:
- improving further joint working with partners, using the Local Area Agreement as a catalyst;
 - developing an overarching approach to regeneration;
 - developing an overarching strategy for improving the health of the locality; and
 - using better its investment in customer services and ICT.

Service inspections

- 11 The Audit Commission reported the findings of the inspection of the Supporting People programme administered by the Council in February 2007. The service received a two-star assessment (out of a possible three stars) because the programme is delivering a number of positive outcomes for service users. New services have been commissioned and re-shaped that are offering more choice for residents, the quality of services is good and people who use the services have opportunities to become involved at a local level.
- 12 The Council works in partnership with key stakeholders in delivering a service that is addressing the needs of the most vulnerable in the borough. There is a clear vision of commissioning, procurement and delivery quality that has led to engagement with the diverse communities in the borough. There is scope and the capacity for further improvements that has been recognised by the Council and work is in place to ensure continuous progress in delivering positive outcomes for local people.

Financial management and value for money

- 13 We reported the findings of the 2005/06 audit in the annual governance report that was presented to the General Purposes Committee on 25 September 2006. The report summarised the key issues arising from both the audit of the financial statements and the assessment of the Council's arrangements for securing value for money. These issues are also highlighted in this letter where appropriate. Following the presentation of the report, we issued an unqualified opinion on the financial statements and an unqualified conclusion on the arrangements for securing value for money on 20 October 2006.
- 14 Once the opinion and conclusion have been issued, auditors also move to certify formally the completion of the audit. The audits for 2004/05 and 2005/06 cannot be certified formally until we have completed our consideration of an objection received. Table 3 provides an update on the current status on our consideration of the more significant matters raised with us by members of the public, including this objection.

Table 3 Status of issues raised

Issue	Status
Coroners' expenditure	An objection was accepted in May 2006 to the 2004/05 accounts in respect of the systems in use to monitor and scrutinise expenditure by the Coroner's service. Testing of the systems for authorising and recording Coroner's expenditure is being undertaken by Internal Audit to assist us to form a view on the effectiveness of the procedures in place. The work has now been broadly concluded and we understand that Internal Audit's report will be finalised by the end of March 2007. We will thereafter progress our consideration of the objection.
NDC expenditure	A number of matters have been drawn to our attention with regard to the governance of the Bridge NDC. We have considered the matters raised having regard to our responsibilities. We have identified no illegality or misuse of public funds, although recommendations have been made for improvements to governance arrangements.

- 15 The audit of grant claims submitted by the Council is undertaken in accordance with instructions from government departments. The largest of these is the housing benefit claim, with a value of some £224m. The Council needs to continue to improve the working papers and audit trail to support the entries in its claims to facilitate the certification process.

Use of resources assessment

- 16 The findings of the auditor are an important component of the CPA framework described above. In particular, the use of resources score is derived from the assessments made by the auditor in the five themes, as set out in Table 4.

Table 4 Use of resources assessment

Theme	Assessment (out of 4) 2005	Assessment (out of 4) 2006	Change
Financial reporting (including the preparation of the accounts of the Council and the way these are presented to the public)	3	3	-
Financial management (including how the financial management is integrated with strategy to support Council priorities)	3	3	-
Financial standing (including the strength of the Council's financial position)	3	3	-
Internal control (including how effectively the Council maintains proper stewardship and control of its finances)	2	3	↑
Value for money (including an assessment of how well the Council balances the costs and quality of services)	2	3	↑
Overall use of resources	3	3	-

(Note: 1= lowest, 4= highest)

- 17 The key issues arising from the audit, as shown in the judgements above, were set out in our use of resources judgements report. Improvements have been evidenced in the Council's internal control arrangements, particularly on its approach to risk management, and its arrangements for securing value for money, in particular in demonstrating its understanding of its high-cost areas and their relationship with the Council's priorities and service performance. This is reflected in improved scores for both these themes.
- 18 Our report highlighted a number of areas for further improvement. The most significant improvement opportunities are set out in Table 5 below.

Table 5 Use of resources improvement opportunities

Element	Improvement opportunities
Financial reporting	Review closedown processes so that submission deadlines are met and, where required, working papers are improved.
Internal control	Continue to embed risk management across the Council and its partnerships and, in particular, continue to build on the Tech Refresh action plan in the context of the Council's wider project management arrangements (see 'other use of resources work' below).
Value for money	Continue to focus on high-cost areas and embed the culture of challenge for value for money Council-wide.

Financial standing

- 19 The Acting Director of Finance reports monthly to the Executive on financial monitoring. The report to the February 2007 Executive for the period ended 31 December 2006 shows a projected balanced revenue outturn for 2006/07. The same meeting received the proposed budget plans for 2007/08 to 2010/11. These highlight a balanced overall position for 2007/08, although pressures are continuing into the medium to longer-term. The Council should therefore continue to maintain tight budgetary control to deliver financial balance for 2006/07 and the medium to longer-term.

Other use of resources work

- 20** In January 2006, we reported the findings of our review of the Council's arrangements for managing its Tech Refresh project, a major IT infrastructure upgrade. We made a number of key recommendations, reflecting the need for:
- improved processes for setting and managing project budgets, and ensuring that financial reporting is transparent; and
 - more effective project management in terms of providing both challenge and assurance, and maintaining a clear audit trail to support decisions made.
- 21** The Council presented its response to our review in a report to the Executive in February 2006, which included a detailed action plan setting out new arrangements for programme and project management. We have undertaken an initial assessment of the Council's action plan. We concluded that a robust framework for project management has been introduced and clear lines of accountability and responsibility now exist.
- 22** To confirm its application in practice and the wider roll out of learning, we have reviewed key project documentation and recent Internal Audit work relating to the Council's IT insourcing project, a major project that has followed on from Tech Refresh. Our work has confirmed that progress has been made. There is scope for further improvement, for example through the review and update of budgets on an ongoing basis, in particular for slippage, and by setting budgets against the key deliverables within major projects.
- 23** We also issued reports on the Council's arrangements for setting high ethical standards and governance in partnerships. In addition, at the request of the Council, we undertook voluntary improvement work in the housing service, to assist the Council to address aspects of the service in advance of the establishment of the ALMO (Homes for Haringey with effect from 1 April 2006). Table 6 below sets out the key issues arising from these pieces of work.

Table 6 Key issues from other use of resources work

Area	Key issues
Setting high ethical standards	<p>There have been significant improvements over the last two years in the arrangements for promoting high ethical standards. In particular:</p> <ul style="list-style-type: none"> • there are positive role models in senior councillors and officers; • strong ethical governance is seen as a key component driving improvement; and • the Code of Conduct is understood by councillors, although more needs to be done to ensure compliance, particularly in terms of registering and declaring personal and prejudicial interests.
Governance in partnerships, focusing on Safer Communities and the Bernie Grant Centre	<p>The Safer Communities Partnership (a statutory partnership) is working well, but there is scope to improve its performance and governance. Risk management arrangements are an area for development for both the partnership and the Council.</p> <p>The Bernie Grant Centre Partnership (a non-statutory partnership) is evolving with the Council's support from a construction project into an arts and enterprise centre. Partnership arrangements, in particular risk management, need to be developed further in response.</p>
Aspects of the housing service	<p>Services reviewed were selected by the Council on the basis that they represented known areas of weakness. As such, some significant weaknesses were identified, in particular with regard to the allocations and lettings service. The results of the work were reported in May 2006 and a number of actions were established by the Council in response in order to:</p> <ul style="list-style-type: none"> • review and update the allocations policy; • improve processes for administering the waiting list, assessing need and allocating homes; and • improve partnerships with housing associations. <p>In particular, the Council approved a new lettings policy in September 2006. We will revisit the allocations and lettings service to assess progress later in 2007.</p>

- 24 We have also issued an unqualified report on the Council's 2006/07 best value performance plan (BVPP). This included a review of the Council's arrangements for producing and using performance indicators and an audit of a sample of performance indicators as specified by the Audit Commission. There are no matters arising that require reporting in this letter.

Conclusion

- 25 This letter has been discussed and agreed with the Chief Executive and Leader. The letter will be presented to the Executive on 24 April 2007.
- 26 Further detailed findings, conclusions and recommendations on the areas covered by this year's work are included in the reports issued to the Council during the year. Table 7 highlights the reports issued since March 2006, the date of our last annual audit and inspection letter.

Table 7 Reporting

Report	Date of issue
Audit and inspection plan 2006/07	April 2006
Setting high ethical standards	May 2006
Aspects of the housing service	May 2006
Annual governance report 2005/06	September 2006
Opinion on the financial statements 2005/06	October 2006
Value for money conclusion 2005/06	October 2006
Corporate assessment	October 2006
Use of resources judgements 2006	December 2006
BVPP report 2006/07	December 2006
Governance in partnerships	January 2007
Opinion audit summary report 2005/06	February 2007
Grants report	February 2007
Supporting people	February 2007
Direction of travel report	February 2007
CPA scorecard	February 2007

- 27 The outturn fee is set out in Table 8 overleaf. This shows a total audit and inspection fee for 2005/06 of £536,000, in line with the planned fee. This compares to a 2004/05 total fee on £590,000.

Table 8 Fee update

Audit area	Plan 2005/06 £	Actual 2005/06 £
Accounts	316,000	316,000
Use of resources	131,000	131,000
Total audit fee	447,000	447,000
Inspection	89,000	89,000
Total audit and inspection fee*	536,000	536,000
Grant claim certification** (estimated outturn)	125,000	185,000
Voluntary improvement work (aspects of the housing service)	-	50,400

* Work on the objection referred to in Table 3 is charged separately; the fee to date is £3,615.

** Actual costs compare to £197,000 (2003/04) and £152,000 (2004/05). We are continuing to work with officers to reduce the costs of grant claim certification work further.

- 28 The Council has taken a positive and constructive approach to our audit and inspection work. We would like to take this opportunity to express our appreciation for the Council's assistance and co-operation.

Availability of this letter

- 29 This letter will be published on the Audit Commission's website at www.audit-commission.gov.uk, and also on the Council's website.

Michael Haworth-Maden
Relationship Manager

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Agenda Item

Executive*On* 24 April 2007

Report title: The Annual Audit and Inspection Letter 2006	
Report of: Acting Director of Finance and Chief Executive	
Wards affected: All	Report for: Non-key decision
1. Purpose 1.1 To consider the Council's response to the issues set out in the Audit Commission's annual audit and inspection letter.	
2. Introduction by Executive Member (Finance) 2.1 In response to the Audit Commission's recommendations the Council has set out the actions in section 8 of this report. 2.2 The Council believes strongly that this focuses on the right areas in order to continue the improved performance already achieved and achieve our ambition of providing excellent services.	
3. Recommendation 3.1 To agree the response and actions as set out in the report.	
Report authorised by: <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> Gerald Almeroth Acting Director of Finance </div> <div style="text-align: center;"> Ita O'Donovan Chief Executive </div> </div>	
Contact officer: Gerald Almeroth Eve Pelekanos Telephone: 020 8489 3823 020 8489 2508	

4. Executive summary

3.1 This report sets out the Council's response to the Audit Commission's Annual Audit and Inspection Letter for 2006 and considers the actions required to secure further improvement in the Council's performance.

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

5.1 The proposed actions in this report are in accordance with existing policy.

6. Local Government (Access to Information) Act 1985

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

- Comprehensive Performance Assessment (CPA) for 2006
- Annual Audit and Inspection Letter London Borough of Haringey, Audit Commission, March 2007

For access to the background papers or any further information please contact Gerald Almeroth on 020 8489 3823

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7. Background

- 7.1 The Annual Audit and Inspection Letter from the Audit Commission is an important external assessment of the council's position. Proposals for responding to the issues raised are included in this report for consideration.
- 7.2 The Annual Audit and Inspection Letter is compiled by the council's external auditor. It summarises the conclusions and significant issues arising out of the audit and inspection work for the council in the preceding year. It includes information from the Direction of Travel statement and from the Comprehensive Performance Assessment (CPA) scorecard.
- 7.3 The Audit Commission's Annual Audit and Inspection Letter for 2006 is reported concurrently on this agenda.

8. Annual Audit and Inspection Letter

- 8.1 Haringey council has worked positively with District Audit and the Audit Commission during the last year. The good progress made by the Council has been recognised in the improved overall CPA score in December 2006, with the Council achieving 3 'stars' (good), and a positive Direction of Travel statement and Corporate Assessment.
- 8.2 The Direction of Travel Statement judgement states that the Council is 'improving well' and recognises that the Council has made good progress in a number of service areas.
- 8.3 Within the CPA scorecard two major service areas have improved from a 2 to a 3 (out of 4), namely Environment and Housing, as well as the Council's Corporate Assessment also moving up to a 3. The score for Social care for adults reduced from a 3 to a 2.
- 8.4 Although the Use of Resources score maintained a 3 out of 4, significantly within the five key themes all are now scoring at 3, previously only three were at that level. The two areas of improvement are value for money and internal control, which reflect the increased performance in these themes.
- 8.5 In the area of accounts and governance the comments are generally positive and this is reflected in the 3 out of 4 for the Use of Resources CPA score. Importantly the accounts for 2005/06 received an unqualified opinion from the auditors, the first time for a number of years.
- 8.6 The key messages from the Audit and Inspection letter are set out in the table together with the council's response and proposed actions:

	Recommendation	Executive Response
	The Council needs to:	
1	Improve social services for adults, in particular to support better adults with mental health problems	An action plan that includes particular improvements in mental health services has been developed and is now being implemented.
2	Develop further its approach to tackling homelessness and regenerating the borough	Executive approved an updated homelessness strategy in March 2007 and this is a key driver for tackling this issue. A number of key regeneration projects are being progressed through the existing project management arrangements.
3	Continue to enhance risk management across the Council and its partnerships	The Council is continuing to enhance its risk management processes and this is a key feature of business planning.
4	Continue to implement its action plan to improve the project and financial management of major projects	The action plan has been implemented and the progress of major projects will continue to be monitored through the programme highlight reporting process.
5	Embed the improved arrangements for securing value for money Council-wide	The Council will continue its drive for improving value for money. It is a key component of the business planning process and a rolling programme of value for money reviews is continuing. An additional structured programme for achieving excellent services and delivering more efficiency savings is being developed.

9. Consultation

9.1 There is no wider consultation planned.

10. Summary and Conclusions

10.1 The response and proposed actions will positively contribute to the plans for continuous improvement.

11. Recommendations

11.1 To agree the response and actions as set out in the report.

12. Comments of the Head of Legal Services

- 12.1 The Annual Letter records that the Council's arrangements for maintaining the legality of transactions with financial consequences are adequate. There are no other specific legal implications raised by the report.

13. Equalities Implications

- 13.1 The CPA assessment has a strong emphasis on user focus and diversity. The Council performs well in this area.

14. Use of Appendices

- 14.1 Annual Audit and Inspection Letter for 2006 – Audit Commission (separate report on the agenda)

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Scrutiny Services

Improving the Health of People with Profound and Multiple Learning Disabilities

March 2007



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Executive Summary

This Executive Summary outlines the key findings and recommendations contained in the report of the Overview and Scrutiny Committee's Review on Improving the Health of People with Profound and Multiple Learning Disabilities (PMLD).

Nationally, people with PMLD, as well as those with milder learning disabilities, face clear health inequalities and their numbers are growing. This situation is highly likely to be mirrored within Haringey. There is therefore a sizeable gap that needs closing which is becoming increasingly significant. They are also less able than the wider population to lobby for their needs to be addressed. The Disability Equality Duty should provide an invaluable focus for health and social care services to work towards more equal outcomes. The Panel sees this review and its recommendations as contributing to this overall process and therefore assisting in the important work that is taking place on reducing the health inequalities that currently exist.

The Panel believes that an assertive and proactive approach by service commissioners will be required if the necessary progress in closing gaps is to be achieved. As part of this, consideration should therefore be given by commissioners to new service models and outreach in order to ensure that relevant people receive at least the same standard of healthcare as the wider population. In addition, all providers should be strongly encouraged, through robust standards in contracts, to honour their obligations under relevant disability equality legislation and ensure that all their services are fully accessible. Capacity development work also needs to be undertaken to ensure that practitioners are aware of learning disability issues and are able to respond accordingly. There is also a wider need amongst front line staff employed by the Council and its partners to better understand the needs of people with LD.

Joined up working is of particular importance to people for whom communication can be a challenge and who are vulnerable. Health Action Plans should have provided a useful tool to assist. This government commitment has not been delivered to all relevant people as yet but an increase in the use of Health Action Plans within Haringey would help to link health services together as well as providing a holistic plan for improving people's health. There is a specific need to improve liaison with acute care. Clarification over the funding of support and the provision of a specific link person would help to improve this as well as potentially lifting some of the unacceptable burden that can sometimes be placed on carers.

Finally, people with LD are at particular risk from obesity, often have a poor diet and are likely to live on low incomes. Whilst actions to improve public health are very welcome, they can sometimes have the unintended effect of increasing health inequalities as those who suffer from them most can be less responsive to their messages or less able to act upon them. The TPCT's obesity strategy should therefore target people with LD as a group at particular risk. Haringey's play and leisure facilities also need to be addressed so that people with LD and PMLD are provided with the same opportunities as others to enjoy and benefit from them.

The Panel reached a number of key findings and recommendations:

Recommendations

Strategic Issues and Co-ordination of Healthcare:

Recommendation 1:

That, as part of further development work on its Disability Equality Scheme (DES) as recommended by the DRC, the TPCT consider the commissioning of appropriate outreach or new service models to ensure that people with LD and PMLD receive at least the same standard of healthcare as that of the wider population.

Recommendations 2:

That, in respect of Health Action Plans;

- A specific target is set by the Learning Disabilities Partnership for increasing the percentage of people with them and that people with PMLD be given the highest priority and are all provided with one within 12 months.
- Annual reviews of people with LD and PMLD undertaken by the Learning Disabilities Partnership of people with LD include a specific monitoring process for Health Action Plan outcomes.

Recommendations 3:

That consideration be given by the Learning Disabilities Partnership to identifying a specific person to provide liaison between hospitals and GPs when people with LD and PMLD are hospitalised.

Recommendation 4:

That the TPCT, as part of the commissioning process with acute trusts, provides clarification on responsibility for the funding of support for people with LD and PMLD when they are admitted to hospital.

Recommendation 5:

That Haringey Learning Disabilities Partnership produce a concise and accessible guidance leaflet for primary care practitioners and other health professionals providing general information and guidance on best practice in working with people with LD and PMLD.

Recommendation 6:

That action be taken to improve take up levels for routine screenings for people with LD and PMLD through:

- the Learning Disabilities Partnership publicising their availability and importance to carers and appropriate support staff and recording and monitoring progress in appropriate care plans, including Health Action Plans; and
- the TPCT, as part of its ongoing work on the DES, recording and monitoring take up levels and setting appropriate targets for improvement.

Recommendation 7:

That all annual reviews of people with LD and PMLD undertaken by the Learning Disabilities Partnership include consideration of the continuing adequacy of aids and adaptations and contingency plans for the continuation of care should carers become unable to continue providing care themselves.

Recommendation 8:

That Carers Assessments undertaken by the Learning Disabilities Partnership routinely assess entitlement to benefits.

Recommendation 9:

That the Learning Disabilities Partnership provide carers with appropriate guidance and training on accessing health services and that relevant information be included within Health Action Plans.

Recommendation 10:

That the Learning Disabilities Partnership considers the establishment of specific support and advocacy for carers to ensure that their needs and welfare are addressed effectively.

Recommendation 11:

That the Council consider signing up to the local authorities charter for the Every Disabled Child Matters campaign.

Service Delivery for People with PMLD

Our recommendations:

Recommendation 12:

That the TPCT works with GP practices within the Borough to ensure that they all have the necessary IT software to create registers of people with LD registered with their practice and that a local target be set by the TPCT for improving the percentage of practices collecting the appropriate information.

Recommendations 13:

That, as recommended by the DRC, the TPCT develops robust disability access and quality standards for inclusion in all contracts with providers in the public, private and voluntary sector to ensure that all services are made fully accessible and sets a specific date by which such new contractual obligations will be introduced.

Recommendation 14:

That the Learning Disabilities Partnership provides advice and guidance to carers and staff escorting people to GP surgeries to routinely request suitable and reasonable adjustments to facilitate access when making appointments for people with LD and PMLD.

Recommendation 15:

That Haringey TPCT, in conjunction with the Learning Disabilities Partnership, provide regular training on LD issues for primary care practitioners, particularly Practice Managers and reception staff, and that people with LD are involved in its planning and design.

Recommendation 16:

That the TPCT consider the nomination of a lead GP for LD issues within each collaborative cluster of GP practices within the Borough and, in particular, the development and sharing of best practice and the provision of appropriate training.

Recommendation 17:

That the LD Partnership review the roles of specialist community nursing in relation to how they support service users and carers accessing general health services and, in particular, acute trusts.

Recommendation 18:

That the reinstatement of dentistry posts within the Community Dental Service that were frozen as part of budget savings required during 2006/7 be made a priority for funding by the TPCT in 2007/8 and that the overall adequacy of current staffing levels within the service be reviewed.

Healthy Living

Recommendation 19:

That the obesity strategy currently being developed by Haringey TPCT and its partners specifically address the needs of high risk groups, including people with LD.

Recommendation 20:

That specific targets be set by the Children and Young People's Service in its Play Strategy to monitor progress in achieving equal access to services for children with disabilities.

Recommendation 21:

That the Learning Disabilities Partnership enter into discussion with the Sports and Leisure Service with a view to establishing a scheme for subsidised purchase of active cards for clients.

1. Background To Review

Introduction

- 1.1 The Centre for Public Scrutiny was awarded £2.25 million from the Department of Health in November 2003 to run a three year support programme to assist Councillors with their new powers to scrutinise health. As part of this programme, all local authorities were invited to bid for funding to undertake “action learning health scrutiny projects”. The purpose of this was to develop innovative projects that not only made recommendations to improve the health of local people but also test and evaluate the health scrutiny process locally and share the lessons from this with other local authorities and health partners.
- 1.2 Haringey was one of only 9 local authorities within the country to mount a successful bid in the 3rd. round of this process. The funding was used to provide additional resources for this scrutiny review, which focuses on the health needs of people with PMLD who are a group of people who face very pronounced health inequalities. The funding provided the opportunity to commission work – such as detailed consultation - that would not otherwise have been possible and also undertake a detailed evaluation of our health scrutiny processes.
- 1.3 The project had two strands;
 - A health scrutiny review led by the Review Panel
 - “Action learning” which looked at how the scrutiny review worked. The aim of this is to develop a shared understanding of what works and share these lessons nationally with other practitioners. This evaluation has been undertaken independently and will be reported alongside the scrutiny review.
- 1.4 The scrutiny review focussed particularly on the needs of people with PMLD that are living at home and who can have particular difficulties in accessing primary health care. However, LD covers a range of conditions and needs and many of the issues that affect people with PMLD affect equally people with milder disabilities.

Consultation

- 1.5 Detailed research and consultation was an integral part of the scrutiny review. This was felt to be particularly important as people with PMLD and their carers, as well as those with LD, have few opportunities to air their views. The consultation comprised of:
 - Consultation with individuals; In-depth consultation with a sample group of 8 people with profound and multiple learning disabilities on their views of health services, particularly primary health care, and how they felt that their health needs could better be addressed.
 - Focus Groups; Three focus groups were set up and these aimed to capture the respective perspectives of family carers and health professionals working with families.

- 1.6 This was undertaken by George Sapiets and Bill Love from the National Development Team for Learning Disability. Their role was invaluable. They were able to build an excellent rapport and a trusting relationship with the family carers that they interviewed. Their detailed report on the outcomes of their consultation work is available on request. Its findings and recommendations have been incorporated into our report.

Terms of Reference

- 1.7 The terms of reference for the review were as follows;

"To work with stakeholders, partners and the local community to develop and undertake a health scrutiny review on improving the access to primary healthcare of people with profound and multiple learning disabilities and their carers within Haringey that aims to make recommendations to the Council and its partners on;

- Prevention of ill health
- Enhancing the quality of the patient experience
- Cross service approaches to service delivery
- Health promotion"

- 1.8 The review looked strategically at the issues in question and focussed on:

- Tackling health inequalities
- Cross cutting themes and "whole system" approaches
- Patient and public engagement
- Local service development

Aims and Objectives

- 1.9 The overarching aims and objectives of the project were as follows:

- Developing well informed debate between health scrutineers and service commissioners and providers on the needs of people with profound and multiple learning disabilities within the local community
- Addressing issues of discrimination
- Generating a better local understanding of learning disability issues, particularly amongst Members of the Council, the community and media
- Developing relations between Overview and Scrutiny and local learning disability advocates
- Contributing to strategic policy for the development of improved services for people with a learning disability, particularly those that address their primary healthcare needs and seek to enhance well being.
- Assist in the development of a responsive and effective health scrutiny function within the Borough that can provide a link between the community and health services and contribute to local health and social care policy development.

- Develop well informed debate between health scrutineers and service commissioners and providers on the needs of people with profound and multiple learning disabilities within the local community.
- 1.10 The action learning element of the review considers the success of the review in addressing these issues and will enable Overview and Scrutiny to evaluate its processes and make such improvements as might be necessary.

Membership

- 1.11 The membership of the Review Panel was as follows;

Councillors Emma Jones (Chair), Dilek Dogus, Susan Oatway, Monica Whyte and Richard Wilson.

- 1.12 In addition, the Panel was assisted greatly by the input of Helen Warner and Dolphi Burkens from the Haringey TPCT Patient and Public Involvement Forum.

2. Introduction

Learning Disability (LD) and Profound and Multiple Learning Disability (PMLD)

2.1 Learning disability (LD) can be defined as follows:

“A significantly reduced ability to understand new or complex information, to learn new skills (impaired intelligence), with a reduced ability to cope independently (impaired social function), which started before adulthood and has a lasting effect on a person’s development.”

2.2 This definition is used by Haringey Learning Disabilities Partnership. It is also the one that is used by the Department of Health in its “Valuing People” document on the provision of services to people with a learning disability (LD).

2.3 There are many different types of learning disability and these can be mild, moderate or severe. Some people with a mild learning disability do not need a lot of support whilst other people may need support with a wide range of things, like getting dressed, going shopping, or filling out forms.

2.4 Recent research suggests that 2% of the general population have a learning disability and this currently amounts 1.5 million people in the UK. It is not a condition that people get when they are older – it starts before the age of 18. IQ is generally assessed as being below 70. There is some debate as to whether conditions such as cerebral palsy and autism are in fact learning disabilities. However, the term normally includes Downs Syndrome and a number of other conditions.

2.5 People who have the highest levels of need are often referred to as having “profound and multiple learning disabilities” (PMLD). There are various published definitions of PMLD. The World Health Organisation provides the following one:

“The IQ in this category is estimated to be under 20, which means in practice that affected individuals are severely limited in their ability to understand or comply with requests or instructions. Most such individuals are immobile or severely restricted in mobility, incontinent, and capable at most of only very rudimentary forms of non-verbal communication. They possess little or no ability to care for their own basic needs, and require constant help and supervision”

2.6 People with PMLD generally have lower levels of IQ coupled with some sensory loss and/or physical impairment. There are often particular difficulties with communication.

2.7 By 2021, it is estimated that the percentage of the population with LD will increase to 7%. In addition, there will be a 37% increase in the number of adults with learning disabilities aged over 60 due to an increase in their life expectancy. For example, people with Downs Syndrome had previously only lived until their mid forties but are now living until their early to mid fifties. The oldest person with a learning disability known to Haringey’s Learning Disabilities Partnership is now 83. However, there is a high prevalence of

Parkinson's disease and dementia which means that, although that people with LD are living longer, they are likely to have high overall needs.

- 2.8 There is general agreement that PMLD is the largest growing part of the population of people with learning disabilities. A number of influences are reported as being responsible for the growth of this part of the population:

- More premature babies surviving
- Medical science prolonging lives that would have been lost in infancy
- People with PMLD are living longer.

Health Inequalities and LD/PMLD

- 2.9 There is specific evidence to show that people with LD face specific health inequalities.

Research quoted by Mencap has shown that people with LD;

- *Are 58% more likely to die before the age of 50 than the general population. They are three times more likely to die from respiratory disease and have higher rates of gastrointestinal cancer and coronary heart disease.*
- *Have a higher prevalence of certain medical conditions, such as epilepsy, dementia and schizophrenia.*
- *Are more likely to follow unhealthy lifestyles such as not having a balanced diet and not taking sufficient exercise. There are high levels of obesity amongst people with learning disabilities with around 52% being overweight or obese. Only 1 in 10 have a healthy diet whilst 1 in 3 have an unhealthy diet.*

- 2.10 These findings were also confirmed by the recent report by the Disability Rights Commission (DRC) called "Minding the Gap", which investigates physical health inequalities experienced by people with learning disabilities and/or mental health problems. This found that they are much more likely than other people to have significant health risks and major health problems. Despite being high risks groups, they are also *less* likely to receive the expected checks and treatments than other people.

- 2.11 The government White Paper "Our Health, Our Care, Our Say" recognises the fact that people with learning disabilities face particular health inequalities and acknowledges that the NHS has historically not served such people well.

Many people with a learning disability have a poor experience of using health services and can find it difficult to access mainstream services;

- *Not all healthcare professionals may fully understand the needs of people with LD. Learning disability organisations report that some doctors believe health problems to be the result of the disability ("diagnostic overshadowing") and assume that not much can be done about them. Whilst some medical*

conditions are known to be associated with having a learning disability, most of these can be treated. However, the success of this is dependent on health services having an awareness of these conditions and diagnosing them successfully.

- *They have very low cervical and breast cancer screening rates. For example, the rate of cervical cancer screening is only 19% compared to 77% of the general population.*
- *There can be problems with treatment in hospital if nurses and doctors do not understand their needs. There have been instances of neglect because they have been unable to tell staff that they are in pain as well as problems around feeding.*
- *There is also considerable evidence that that primary care services are not making “reasonable adjustments” in order to make their services more accessible for people with disabilities. These would include simple things like providing information in accessible formats and sending telephone appointment reminders. These have been required by the Disability Discrimination Act since 1999.*
- *It is possible that people with a learning disability can be subject to discrimination involving value judgements being made about their worth. In the most extreme circumstances, treatment can be denied through the use of “do not resuscitate” notices or the failure to make life saving interventions.*

2.12 There is a lack of information on the use by people with LD of primary health care facilities. Research by Mencap also suggests that many primary practitioners may not be well equipped to address the needs of people with learning disabilities with a high percentage of GPs not having received any formal training to assist them.

2.13 The scrutiny review focussed particularly on the needs of people with profound and multiple learning disabilities that are living at home. Their views are rarely sought and are challenging to elicit and, in addition, they have particularly high levels of need. The health and welfare of their carers is also crucial to them and the review also touched upon how their health needs can also be addressed more effectively. Due to the increase in life expectancy of people with profound and multiple learning disabilities that has taken place, there are now more instances of them being cared for by elderly carers and this is therefore an even more pertinent issue.

3. Strategic Issues and Co-ordination of Healthcare

Introduction

- 3.1 The health needs of people with LD and PMLD are addressed by a range of different health and social care agencies;
- Haringey TPCT commissions services as well as providing some services itself.
 - Local acute trusts, and in particular the Whittington and North Middlesex hospitals, provide a range of services including in-patient care and diagnostics.
 - There is also significant involvement from the Barnet, Enfield and Haringey Mental Health Trust and the Council through its social services.
- 3.2 However, Haringey Learning Disabilities Partnership is possibly the most significant organisation in terms of the provision of basic health and social care services for people with LD. There are currently around 800 people with a learning disability known to it, of which 514 receive a service. The Partnership provides a range of health and social care services for them. Clients vary considerably in the levels of need that they have. Some people may only need assistance for a short period of time once per month whilst other people may need help from two people around the clock. The partnership works with people who are in residential care as well as people who needed continuing support but live at home.
- 3.3 The Partnership is funded by Section 31 agreement which means that the money from a number of different agencies is pooled in order to provide particular services. The services that comprise the Learning Disabilities Partnership are Social Services, Haringey TPCT and Barnet, Enfield and Haringey Mental Health Trust. The majority of learning disability services are now partnerships. In some cases, this can just mean that they share the same premises, but the Haringey service is completely integrated and covers all aspects of the health and social care of clients. People with learning disabilities are involved in the governance of the partnership, with representation on the Board. The partnership includes dentists and chiropodists amongst their team and they can also visit people in day centres. There was previously a GP in the team but when she retired the post was deleted. People with LD and PMLD therefore generally use mainstream GP practices.
- 3.4 Improving the health of people with PMLD, as well as those with milder learning disabilities, and addressing the health inequalities that exist will require a strategic approach and co-ordinated action by relevant health and social care organisations. People with PMLD are likely to have high levels of need requiring input from a range of agencies and the difficulties that they can often have in articulating their needs themselves means that good communication between professionals is particularly important.

The Disability Equality Duty (DED)

- 3.5 The Disability Equality Duty (DED) came into force in December 2006 and should provide the strategic framework for addressing the health inequalities

experienced by people with LD. It requires all public services to actively promote disability equality by involving disabled people and working towards equal outcomes. As part of this, progress in closing gaps will need to be tracked over time at both local and national level. Disability Equality Schemes (DES) had to be produced by December 2006 and set out detailed plans to close these gaps. Haringey TPCT has produced its DES and this includes an Action Plan that specifies targets and timescales for action during the next three years. These cover a range of activities that aim to promote equality and these, either implicitly or explicitly, aim to address the needs of people with LD.

- 3.6 The Disability Rights Commission (DRC) report demonstrates clearly the fact that, on a national basis, people with learning disabilities have high rates of unmet health needs, which may contribute to their early death. There is strong evidence from our consultation that these national findings are also reflected within Haringey. There is a wide gap that needs to be closed and considerable progress is needed before equality can be achieved. In order to achieve the necessary progress, new ways of delivering services and outreach may need to be considered to ensure that people with LD and PMLD receive primary care to at least the same standard required for everyone. This is a key recommendation by the DRC in its "Closing the Gap" report and the Panel is of the view that the TPCT should adopt this recommendation and include it in its ongoing work on its DES.

Recommendation:

That, as part of its further development work on the Disability Equality Scheme and as recommended by the DRC, the TPCT consider the commissioning of appropriate outreach or new service models to ensure that people with LD and PMLD receive at least the same standard of healthcare as that of the wider population.

Health Action Plans

- 3.7 A key issue that became apparent from the consultations with people with PMLD and their carers was the need for improved planning and co-ordination of healthcare. A lack of this can lead to relevant information not being shared between professionals, difficulty in monitoring take up levels and services sometimes not being able to provide necessary assistance and support for people with PMLD and their carers. In particular, carers had a lack of knowledge or access to Health Action Plans or Person-Centred Plans and a lack of information about how to access health care. Concern was expressed by people consulted that, where planning meetings took place, minutes could sometimes take time to be circulated, leading to delay.
- 3.8 The government White Paper; "Valuing People: A New Strategy for Learning Disability for the 21st Century", which was published in 2001, contained the pledge that all people with a learning disability should have the opportunity to have a Health Action Plan by the summer of 2005. The aim of Health Action Plans was to ensure that all people with a learning disability had help to get the services that they needed from the NHS as it was recognised that they often faced challenges in accessing services. They are intended to address what a person with a learning disability can do to be healthy and aim to make sure that they get the services and support to remain so. Included within it is a list of

people that might be able to help a person with a learning disability to be healthy.

Health Action Plans contain all sorts of information about how a person can be healthy and remain so, such as;

- *How people can get information about their health*
- *How they should look after themselves if they have problems with their health*
- *Who to talk to if they are worried about their health or are in hospital*
- *Advice on diet and exercise*
- *How often to get their eyes, ears and teeth checked*

3.9 The person with LD will normally keep a copy of the Health Action Plan and this version might have easy words and pictures or be on tape. Any person with a learning disability can, in theory, get a Health Action Plan by making an appointment with a health worker such as a doctor or nurse and asking them for a Health Action Plan. The person should take their Health Action Plan with them every time they go for a health appointment.

3.10 Unfortunately, Health Action Plans are still largely not in place. The government has stated that it will review how it intends to deliver on this commitment. There are no statistics available on the number of people nationally who have now got them. There also is currently no specific responsibility for GPs to routinely review the health of people with LD, unlike the situation with mental health patients.

3.11 The consultation that the Panel commissioned from NDT revealed that very few of those interviewed had Health Action Plans. The lack of monitoring means that we do not know Haringey's position compared to other local authorities but it appears highly likely that it is very similar position elsewhere. The Panel noted that there were difficulties experienced by the Learning Disabilities Partnership in engaging with primary care and acute trusts to promote the plans locally. Difficulties have also been experienced by practitioners in other local authorities.

3.12 The Panel is of the view that the wider availability of Health Action Plans would provide an important means of addressing the health inequalities that currently exist for people with LD and PMLD. Plans will help to improve co-ordination of healthcare as they can include provision for a named person to lead on such issues. They would be particularly helpful when people are hospitalised and assist hospitals in identifying any risk factors and the sort of additional help that might be required. A basic needs hospitalisation plan could be included which includes provision for respite for carers. In addition, Plans could also play an important role in helping to ensure that routine screenings are undertaken.

3.13 The Panel believes that the use of Health Action Plans should be extended. However, they should be seen as the start rather than the end of the process and they therefore should be outcome based so that progress can be

measured. A key part of this should be ensuring that follow up action from planning meetings is undertaken within specified timescales. The Learning Disabilities Partnership undertakes annual reviews of all people with LD and we feel that this would be the appropriate time for the issue to be considered.

3.14 The Panel feels that targets should be set for increasing the percentage of people with Health Action Plans and all people with LD should ultimately get them. “Valuing People” stated that it was particularly important for some people that they have a Health Action Plan such as people:

- Making plans to leave school or college
- Moving home e.g. leaving their family home and moving into a group home or living on their own
- Whose health is changing.
- Who are getting older (e.g. approaching retirement age).

3.15 The Panel would endorse this view and feel that particular priority should be given at these key points. People with PMLD should be the highest priority as their needs are the greatest. It should be emphasised that the current situation in Haringey is almost certainly no different from that in other local authorities as this is a national issue.

Recommendation:

- **That, in respect of Health Action Plans;**
 - * **A specific target is set by the Learning Disabilities Partnership for increasing the percentage of people with them and that people with PMLD be given the highest priority and are all provided with one within 12 months.**
 - * **Annual reviews of people with LD and PMLD undertaken by the Learning Disabilities Partnership of people with LD include a specific monitoring process for Health Action Plan outcomes.**

Liaison Between Primary and Acute Care

3.16 A particular area of concern that was raised by families consulted concerned the level of support provided when a person with PMLD has to attend hospital or is admitted for treatment. People with PMLD will have high individual personal care needs, such as needing help with eating and toileting. There is also likely to be a need for basic monitoring and supervision as these are often vulnerable people who could be at risk if left alone. Many of those interviewed felt that there was a general assumption by many hospitals that family carers could provide the necessary support for 24 hours a day. In addition, when family members stayed overnight, there was often nowhere where they could rest comfortably. Finally, carers felt that there could also be a general lack of awareness of LD issues within hospitals and, in particular, a lack of appreciation of the challenges posed by communication.

- 3.17 The Panel also noted the evidence from Haringey Association for Independent Living (HAIL) who reported that insufficient support whilst in hospital could have long term adverse effects on people. They stated that they were aware of service users who were continent before going into hospital but who came out doubly incontinent, as they had not been supported fully in basic care.
- 3.18 Carers interviewed stated that they would be prepared to travel further if it meant that better in-patient care could be provided. One particular suggestion was the possibility of having specialist care units within hospitals for people with LD and PMLD, which were closely linked to other hospital departments. This would mean that their personal care will be carried out by people who fully understood their needs with medical care will still being carried out by the relevant clinical specialists.
- 3.19 The Panel noted that the London Borough of Barnet has a system whereby a nurse employed by the Disabilities Partnership provides a link between the hospital and the GP when clients are hospitalised and that this appears to work well. It was also noted there is currently a lack of clarity about who is liable for the cost of providing additional support – is it the TPCT or the hospital or, indeed, the Council? The confusion caused by this can result in difficulties in ensuring that appropriate support is provided. This issue needs urgent clarification and the appropriate mechanism for resolving this issue would be through the commissioning process.
- 3.20 A response to the NDT consultations has been received from the North Middlesex Hospital who reported that they were currently reviewing the support that they provided to people with LD. Ideally, they would like to appoint a specific person to co-ordinate support for people with LD but this was unlikely to be feasible in the short term due to the funding position of both the hospital and the TPCT.

Recommendations:

- That consideration be given by the Learning Disabilities Partnership to identifying a specific person to provide liaison between hospitals and GPs when people with LD and PMLD are hospitalised.
- That the TPCT, as part of the commissioning process with acute trusts, provides clarification on responsibility for the funding of support for people with LD and PMLD when they are admitted to hospital.

General Guidance and Information

- 3.21 It was noted that there is currently no specific local guidance provided by Haringey TPCT. The Panel were very impressed with the leaflet that Shropshire County Council has produced for health professionals outlining the needs of the people with LD and how consultations involving them should be approached. The view of Dr. Sherman (a local GP who was interviewed as part of the review) was that the provision of appropriate guidance would be helpful - GPs have received local guidelines on other issues and generally welcome such advice. The Panel recognises that health professionals have many competing demands and pressures on their time and it needs to be used

efficiently. It is therefore of the view that local guidance would help in ensuring that they have the information and guidance necessary to provide an accessible and responsive service to people with LD and PMLD and that this should be concise and user friendly.

Recommendation:

That Haringey Learning Disabilities Partnership produce a concise and accessible guidance leaflet for primary care practitioners and other health professionals providing general information and guidance on best practice in working with people with LD and PMLD.

Screening

- 3.22 People consulted by NDT reported a lack of regular routine health checks, such as screening. One factor that can discourage carers from taking people for checks is the need for additional support. In addition, people with LD and PMLD can feel alarmed by the procedures involved. With the exception of cervical screenings, all screenings are arranged by the TPCT.
- 3.23 The DRC report highlights the importance of health checks. It reveals that of 181 people in Wales with LD who received a health check, 51% had newly identified health needs and 9% had serious health problems. Subsequent checks over a year later identified further new health needs among 68% of people, with serious problems in 11%.
- 3.24 Screening is not only very important in helping to prevent serious conditions but can also be very beneficial to people in other ways. The Panel heard from the Community Dental Service that it could also be very productive in other areas. A case of head-banging seen at a routine screening was attributed to behavioural difficulties but was in fact due to untreated dental pain that the patient could not express verbally or be detected readily as the patient would not open his mouth for care staff.
- 3.25 It was noted that there are ethical issues involved in screening people with LD who might be frightened of medical procedures. What was done if they were not happy with being screened depended on an assessment of their competency in making a decision.
- 3.26 The Panel feels that the best ways to increase the take up of routine screening are to advertise its availability and to work closely with carers and support staff to promote it. In addition, once there is wider recording of by GP practices of the numbers of people with LD on their registers, we recommend that the TPCT routinely record and monitor take up levels. Finally, the issue should also be addressed as part of Health Action Plans.

Recommendation:

That action be taken to improve take up levels for routine screenings for people with LD and PMLD through:

- **the Learning Disabilities Partnership publicising their availability and importance to carers and appropriate support staff and recording and**

monitoring progress in appropriate care plans, including Health Action Plans; and

- **the TPCT, as part of its ongoing work on the DES, recording and monitoring take up levels and setting appropriate targets for improvement.**

The Needs of Carers

- 3.27 The focus of support is normally on the person with LD/PMLD but this can lead to the needs of carers being overlooked. Carers are crucial to enabling people with PMLD to retain their independence and live at home. The Panel noted with concern the very high percentage of carers consulted who suffered from serious health problems. It is often exceedingly tough for carers to meet the needs of their loved ones. Many people with PMLD are now living longer lives. This means that carers are looking after their loved ones for longer and that they are more likely to be old, which is likely to have an impact on their health. Nationally, there are now 29,000 people with PMLD living at home with a carer over the age of 70.
- 3.28 One concern identified by carers was what would happen when they are unable to care for their loved ones themselves. The Panel would suggest that a care plan could be written for the care of the person with PMLD for when the carer is no longer able to care for them. This would help to reassure carers that they would not be “letting down” their loved one if they were to become unable to continue providing care.
- 3.29 The consultation by NDT revealed that the aids and adaptations within some households were in need of upgrading and replacement. Personal care supports to some families’ homes are sometimes inadequate and do not address the health needs of parents who may be getting older and have their own health needs.
- 3.30 The Panel was pleased to hear that the performance of the Council in providing aids and adaptations has improved considerably. However, it feels that the adequacy of current aids and adaptations should be reviewed regularly as part of annual reviews undertaken by the Learning Disabilities Partnership in order to ensure that they still meet needs.

Recommendation:

That all annual reviews of people with LD and PMLD undertaken by the Learning Disabilities Partnership include consideration of the continuing adequacy of aids and adaptations and contingency plans for the continuation of care should carers become unable to continue providing care themselves.

- 3.31 Many of the families interviewed survive on benefits and there were concerns about the availability of appropriate benefits advice. Benefit entitlements of all people subject to statutory charges for services are assessed by the Council’s Income Maximisation Team. Many carers of people with PMLD may not be subject to these and therefore not entitled to the service. All carers are entitled to a Carers Assessment and, although take up is not universal, this would

seem to be an ideal opportunity to check that they are receiving their entitlements.

Recommendation:

That Carers Assessments undertaken by the Learning Disabilities Partnership routinely assess entitlement to benefits.

Empowerment

- 3.32 Carers interviewed as part of the consultation felt that they often had to battle to obtain services for their loved ones. It is often the case that those people who are best able to articulate their needs and demand the services to which they are entitled get the best services. These people will not necessarily be those with the greatest level of need. The Panel feels that it is very important that carers are empowered so that they are able to advocate as effectively as possible for their needs of their loved ones and themselves. In particular, carers would benefit from improved knowledge of how the system works e.g. who provides clinics and services, where from and how to access them.
- 3.33 There is an additional need for advocacy for carers in order to ensure that they get the support that they need. In particular, it is very important the needs of older carers – those over 60 – are effectively addressed. It was noted that there funding available for breaks for carers and it is felt that consideration should be given by the Learning Disabilities Partnership to using some of this money to provide specific support to carers.

Recommendations:

- **That the Learning Disabilities Partnership provide carers with appropriate guidance and training on accessing health services and benefits and that relevant information be included within Health Action Plans.**
- **That the Learning Disabilities Partnership considers the establishment of specific support and advocacy for carers of people with LD and PMLD to ensure that their needs and welfare are addressed effectively.**

The Every Disabled Child Matters (EDCM) Campaign

- 3.34 The Every Disabled Child Matters (EDCM) campaign is a partnership between Mencap, Contact a Family, the Council for Disabled Children and the Special Education Consortium. The objective of the campaign is to improve services, promote inclusion and increase life chances for all children with disabilities. The campaign aims to lobby the government to address the issue take action to improve provision.
- 3.35 As part of its work for the campaign, Mencap is lobbying for a new right to short breaks for disabled children and their families and Gary Streeter MP has taken up the Disabled Children (Family Support) Bill. The need for the Bill was highlighted by Mencap's Breaking Point survey which found that 8 out of 10 carers of disabled children came close to or reached breaking point. In addition,

the EDCM campaign is supporting the government review of services for disabled children that is due to report in January 2007.

- 3.36 A local authorities charter has been developed. The charter, produced with the support of Children Now magazine, encourages local authorities to commit to providing a range of services for disabled children and their families by January 2008 and also to addressing the needs of disabled children in their strategic planning and local area agreements. The following local authorities have already signed up to this;

Cornwall, Dudley, Enfield, Halton, Hertfordshire, Hull, Kingston upon Thames, Solihull, Southwark, Stockport, Sunderland and Tower Hamlets

Recommendation:

That the Council consider signing up to the local authorities charter for the Every Disabled Child Matters campaign.

4. Primary Care Services for People with PMLD

Introduction

- 4.1 Good quality and accessible primary care is of great importance to people with PMLD who are living at home. They are likely to have specific and possibly high level health needs. High quality services can assist them in remaining independent by helping to prevent illness and promoting good health. In addition, primary care is now taking an increasingly prominent role in healthcare as greater levels of care are now being provided outside of hospital as part of the government's agenda for change. People with PMLD often use mainstream facilities but there are particular challenges that services face in providing care for them.

GP Practices

- 4.2 Perhaps the most important primary care services for people with PMLD are those provided by GP practices. The Panel was interested to note from research undertaken by Mencap, who undertook a survey of GPs in 2004, prior to the publication of their report "Treat Me Right!", that 75% had received no training in LD and 90% felt that a person's LD made it more difficult to give them a diagnosis. In addition, 70% of GPs did not have accessible information in their surgeries.
- 4.3 However, the Panel was pleased to note that the majority of the carers interviewed as part of the consultation undertaken by NDT were very happy with the service provided by their GP. They were seen as very supportive and, in many cases, very good long term relationships had been developed. Although some surgeries are still not physically accessible, most family carers interviewed reported that they were able to make appointments easily and could arrange them at times that suited and which reduced waiting, which is especially helpful when this is difficult for an individual who may have fears about medical appointments or is unable to understand about waiting. GPs were also happy to make home visits. However, it was noted that the service can be variable and some GPs appear to not be working quite so well with families.
- 4.4 The Panel received background information from Haringey Teaching Primary Care Trust (TPCT) on how primary care services work with people with LD and PMLD. In respect of GPs, it was noted that they are independent contractors and the TPCT's powers of influence are therefore subject to limitations. Practices approach issues such as accessibility in variable ways and there can sometimes even be differences in approach within the same practice

Recording

- 4.5 According to the DRC report, recording of learning disability in primary care is generally poor and this is borne out by the position within Haringey. This can make it difficult to respond to the needs of people. It also inhibits a better understanding of the health issues that affect people with LD and PMLD as it not possible to track progress and monitor outcomes.
- 4.6 The Panel noted that it is not yet possible to identify how many people with LD and PMLD are registered with GPs within Haringey as only 50% of GP

practices are currently able to collect the necessary information. The system for monitoring such information uses a system of colour coding and not all GP practices within the Borough yet have the appropriate software. The fact that recording is not universal means that GP practices are often unaware of which of their patients have a learning disability. In such circumstances, they may have to rely on receptionists making a value judgement based on the behaviour of patients.

- 4.7 There is now an incentive for primary care services to record the number of people with a learning disability who use their services through the Quality and Outcomes framework and this will hopefully eventually enable services to be better planned.
- 4.8 It is essential that all practices are able to record the necessary information if the needs of people with LD and PMLD are to be addressed better. The Panel takes the view that the TPCT needs to work with GP practices to ensure that they have the necessary software to keep appropriate records and set a target for improving the percentage of GP practices that are recording the number of people with LD who use their services. Only once this information has been collated will it be possible for the TPCT to analyse fully the physical health needs and make appropriate plans to commission services to address the health inequalities that exist for people with LD and PMLD. In addition, the information will assist when people move to a new GP.

Recommendation:

That the TPCT works with GP practices within the Borough to ensure that they all have the necessary IT software to create registers of people with LD registered with their practice and that a local target be set by the TPCT for improving the percentage of practices collecting the appropriate information.

Accessibility

- 4.9 It is a common misconception to assume that the access responsibilities provisions within the Disability Discrimination Act refer to *physical* access. The Act actually refers to the need to make *services* rather than buildings accessible and there is an obligation to make “reasonable adjustments” to make services accessible to all.
- 4.10 Physical accessibility is nevertheless important and the Panel noted the view of the Learning Disabilities Partnership that the lack of it in respect of many health services was a key reason the health of people with LD and PMLD is often not good. The TPCT has undertaken a mapping exercise on the physical accessibility of primary care facilities and it has been found that a range of GP practices need improvement. The Panel noted that there are also particular issues concerning the physical access of dentists, many of whom are situated in premises above shops. Further work is planned by the TPCT on other areas of primary care to ensure that they are physically accessible as part of the DES.
- 4.11 Physical accessibility is only part of the issue. There are other reasons why people with LD and PMLD may be put off from visiting their GP:

Visiting the GP can be a stressful experience for people and their carers;

- *Many people with LD find making appointments difficult. Some people quoted in the DRC report said that they did not make appointments even when they were ill as it was too difficult. People may not be good on the phone and find it difficult to respond to questions.*
- *They may not understand why they are at their GP's surgery and become alarmed by some medical procedures.*
- *They may find it difficult to wait for very long.*
- *People with LD/PMLD can often find pain or distress difficult to understand. It may mean that when they experience it they can only communicate it in non standard ways, including behaviour which may be seen as difficult to manage and cause difficulties.*
- *Difficulties in communication might also mean that it takes the doctor longer to identify what the ailment is*

- 4.12 An additional challenge is that, as previously mentioned, GP practices do not always know which of their patients have LD. In such circumstances, they may not be aware of the particular needs of their patient and the need to adapt their approach.
- 4.13 A service may still not be accessible to a person with LD despite it being physically accessible. Providing a service which is accessible could mean, for instance, providing accessible information so that they know when to attend for an appointment or alternative means of making appointments. There are many things that can be done to improve access which are simple, do not cost very much and can bring considerable benefits such as preventing avoidable health crises.
- 4.14 The Panel noted the view of Dr Sherman that the majority of GP practices do not seem to make any special measures to accommodate people with LD. Research undertaken on behalf of the TPCT in the preparation of their DES also revealed that service users have a perception that few "reasonable adjustments" are being made for people. This seems to contradict the views of family carers interviewed by NDT who were generally very positive about the assistance provided by GP practices - one possible explanation for this is that people may have low expectations. However, it seems clear that at least some GP practices are not making any special arrangements.
- 4.15 The Learning Disabilities Partnership often supports people when they go and see their GP and it is their view that the best practice was shown by those GPs who arranged for people to come in just before the start of their surgeries. However, it is recognised that it may not be easy for surgeries to give people with LD and PMLD early appointments. Dr Sherman stated that these appointments are normally under heavy demand from commuters. Older people and the under 5's are normally given priority by surgeries at the moment. If another group of patients were added to this list, this could possibly

lead to longer waiting times for other patients. Long waits can be a source of friction and there are often complaints about them.

- 4.16 Although the Panel is pleased to note that at least some GP practices are taking specific measures to make their services accessible, it is incumbent on *all* primary care practitioners to make “reasonable adjustments”. The average surgery within the Borough is likely to have comparatively small numbers of patients with LD on its books – probably no more than 20. Special measures, such as allowing double length appointments, would therefore be very unlikely to have a major impact on other patents. Several simple and imaginative measures are outlined in the DRC report and have been used successfully by practices. The Panel is, however, of the opinion that they should be a matter for local discretion so that individual conditions and circumstances can be taken into account.
- 4.17 The Panel feels that the TPCT should work with primary care practices to encourage them to make the necessary arrangements and that appropriate advice on this should be included in best practice guidance to primary care practitioners and other health professionals. In particular, issues of access should also be addressed fully as part of the commissioning process, as recommended by the DRC.
- 4.18 The DRC recommends that people should be given the option of recording their access needs so that they appear in patient records and can therefore be easily identified and met. This would seem to be a simple and sensible way of improving access and assisting health professionals and we would endorse this recommendation. This option is currently being investigated by the TPCT as part of their DES Action Plan.
- 4.19 One particular area that requires attention is signage and improvements in communication are currently being looked at by the TPCT. Work has also recently begun with the local authority on the provision of appropriate training for health staff on making services more accessible and this will cover a range of staff and not just clinicians.
- 4.20 An additional means of encouraging GP practices to make accommodations could be through empowering carers. If practices are, for instance, routinely asked to provide longer appointment times by carers, as well Learning Disabilities Partnership staff escorting people to surgeries, it may help to persuade those practices not making any special arrangements to revise their approach.

Recommendations:

- That, as recommended by the DRC, the TPCT develops robust disability access and quality standards for inclusion in all contracts with providers in the public, private and voluntary sector to ensure that all services are made fully accessible and sets a specific date by which such new contractual obligations will be introduced.
- That the Learning Disabilities Partnership provides advice and guidance to carers and staff escorting people to GP surgeries to routinely request suitable and reasonable adjustments to facilitate access when making

appointments for people with LD and PMLD.
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Training of Primary Care Practitioners

- 4.21 The Panel was surprised to note that there appears to be little specific training given to doctors on LD. Dr Sherman stated that, as far as he was aware, LD is not currently an integral part of doctors training. He felt that whether patients with LD were able to access a GP with particular relevant knowledge was something of a lottery. This view is borne out by evidence given by local voluntary organisations such as HAIL and the previously mentioned Mencap survey.
- 4.22 Training sessions are arranged regularly for GPs in a range of settings. It is, however, up to individual GPs if they attend and they are often faced with considerable pressures on their time. It would therefore be preferable for training on LD issues to be part of the under graduate curriculum so that it can be guaranteed that all doctors receive at least some training on the issue. The TPCT cannot oblige GPs to attend training events but they are now subject to appraisal and this has a particular educational component.
- 4.23 GP's receptionists are normally the first point of contact for people with LD and PMLD and their carers. Their role is therefore key to how people with LD/PMLD are dealt with within practices and the Practice Managers Forum might therefore provide a useful and effective route for delivering training, developing awareness and sharing good practice. The Panel noted that view of Dr Sherman that practices would welcome this, provided that it was not too time consuming. The Panel is of the view that people with LD and carers should be involved in the design of such training programmes. This is not only good practice but will help ensure that training addresses relevant issues.
- 4.24 In addition to primary care practitioners, there is also a need for improved training for clinicians and nurses in secondary care services who also receive limited input as part of their basic training on LD issues. The sheer numbers of them would make providing training for them all not feasible. However, good practice and appropriate guidance should be shared them.

Recommendations:

That Haringey TPCT, in conjunction with the Learning Disabilities Partnership, provide regular training on LD issues for primary care practitioners, particularly Practice Managers and reception staff, and that people with LD are involved in its planning and design.

- 4.25 Dr. Sherman's special interest in learning disability (LD) issues arose from the role that he had as a clinical assistant at the Edwards Drive respite care centre. There is currently one other GP within the Borough with a particular interest in LD and this is Dr. Mary Phimester who is located in the south of the Borough. All GPs generally deal with people with LD and this may well be beneficial as it helps to develop their overall awareness. However, working with patients with LD can sometimes require some specialist knowledge.

- 4.26 The Panel is of the view that the overall awareness of LD issues and the sharing of knowledge and best practice could be improved by working through the collaborative clusters of GP practices that now exist throughout the Borough. There are now four of these and they provide a very useful means of sharing best practice and improving communication. A lead GP has been appointed within each cluster to lead on mental health issues and it is felt that a similar approach should now be followed for LD.

Recommendation;

That the TPCT consider the nomination of a lead GP within each collaborative cluster of GP practices within the Borough to lead on LD issues within it and, in particular, the development and sharing of best practice and the provision of appropriate training.

- 4.27 One other means of improving services could be through the use of Community Nurses (also known as health visitors). These are registered nurses who work in the community in people's homes, in schools and in local surgeries and health centres. They are particularly concerned with people whose health may be especially vulnerable such as older people, children or people with learning disabilities. They can provide help and advice on a wide range of health issues and also visit people at home to provide nursing care. In addition, they may also teach families and carers basic care giving skills. They work closely with GPs, local social services and hospitals. The Learning Disabilities Partnership employs specialist Community Nurses to work with people with LD and their carers. The Panel feels that they could play a useful role in providing support in accessing mainstream health services and, in particular, acute services.

Recommendation:

That the LD Partnership review the roles of specialist community nursing in relation to how they support service users and carers accessing general health services and, in particular, acute trusts.

Access to Specialist Services

- 4.28 The consultations undertaken by NDT revealed that there could be difficulties in getting appropriate input from specialist services such as speech therapy, and physiotherapy. The Learning Disabilities Partnership has a range of health professionals within it, including dentists and chiropodists. Access to some of these services can be provided via day centres. However, the Panel noted that there are shortages of suitably qualified staff in several of these areas. Physiotherapy is a particular example.
- 4.29 Access to regular physiotherapy treatment is vital for many people with PMLD. Although the Learning Disabilities Partnership is supposed to have provision for 1.6 specialist physiotherapists, there has been, until recently, been none in post. There are several reasons why recruitment has proven difficult:
- Working with people with learning disabilities is not sufficiently included in the basic professional training.

- Teams where there is only one post find recruitment more difficult as there is perceived to be less support and more caseload pressure.
 - Lack of staff makes it difficult to offer placements to students so they do not have the opportunity to experience working with PMLD. Posts have had to be filled with a senior clinician and there are relatively few opportunities for newly qualified health staff to gain experience working in this field.
 - The Partnership also has to compete with a range of other potential employers, many of which are able to offer more attractive employment packages
- 4.30 In some cases, parents have had to resort to paying for private physiotherapy due to lack of availability. Many of the above mentioned issues also apply to the recruitment of other specialist health professionals.

Dentistry

- 4.31 The consultations by NDT revealed that the Community Dental Service was highly regarded. However, carers felt that there needed to be greater liaison between them and mainstream dental services.
- 4.32 The Panel received detailed feedback on dental services from the Community Dental Service. Screening assessments take place at schools, special schools, care homes and other locations. They have an integrated relationship with the paediatric assessment unit at St Ann's, where LD and PMLD children are dentally assessed at an early stage. It is felt much better that dental advice and necessary care is proactive, starting as young as possible and before school age and involving the whole family. Referrals are also received from doctors, specialist nurses, health visitors, school nurses, directly from Great Ormond Street, and local dentists.
- 4.33 The service provides an expert oral health promoter to work with schools, care homes and families to prevent oral disease and prepare learning materials. Training is also provided for staff in care homes. Treatment is carried out at St Ann's using local anaesthetic and/or sedation. For more profound cases with multiple problems, the dental staff have sessions in operating theatres at the North Middlesex Hospital and Chase Farm Hospital, where patients can be treated under general anaesthesia if clinically necessary.
- 4.34 People with mild LD people can access high street dentists and this is encouraged to normalise their care as far as possible. LD patients may sometimes visit a dental practitioner first, before being referred to St Ann's when problems arise or if the dentist foresees difficulties. The more profound LD patients are well outside the range of skills, experience and facilities of general dental practice and are referred to St Ann's.
- 4.35 The Panel noted that access for PMLD children has been sustained chiefly due to the long-standing policy of initiating care early and containing/preventing further oral disease and complications. Dental access for LD and PMLD adults has reduced and emergency dental care is currently being given priority. Routine dental care currently has a waiting list of 12 weeks. Screening of adult care homes cannot be done at present due to lack of staff and provision of adult dental home-care advice to care staff is very limited, also due

to lack of staff. Due to the TPCT's current financial position, a dentist and dental nurse were made redundant, 60% of a vacant full-time dentist post cut and another full time dentist post frozen. It is hoped that the frozen posts will be reinstated for 2007/8.

- 4.36 Promotion of the prevention of oral disease by good dental home-care is important for people with LD and PMLD, not just to avoid needless suffering but also because their access to dental treatment is limited and, for some, may involve a major procedure in hospital that is not without risk. Tooth brushing with electric brushes can familiarise patients with mechanical procedures and sensations in the mouth and make dental check-ups easier without recourse to sedation/anaesthesia. It may even allow minor dental treatment, such as cleaning or single surface fillings, being tolerated in the normal way.
- 4.37 The Panel noted the view that more dental staff would help the service to cope with the workload for LD and PMLD adults. There is concern that the need for and supply of adult LD and PMLD dental care is drifting further out of balance for a care group who may not be as able as others to articulate their need to access specialised dental care.
- 4.38 The Panel is concerned that an effective service to a very vulnerable group of patients has been eroded and would recommend that the above mentioned frozen posts be reinstated by the TPCT and made a priority for funding in 2007/8.

Recommendation:

That the reinstatement of dentistry posts within the Community Dental Service that were frozen as part of budget savings required during 2006/7 be made a priority for funding by the TPCT in 2007/8 and that the overall adequacy of current staffing levels within the service be reviewed.

5. Healthy Living

Introduction

- 5.1 The DRC report states that people with LD, as well as people with mental health problems are at greater risk from the effects of unhealthy lifestyles, than the wider population. They have high rates of obesity, often have poor diets and can find difficulty in accessing suitable leisure and recreation facilities. The Panel noted that the TPCT is currently developing an obesity strategy but has not specifically targeted people with LD in the work that it had done so far. Encouraging people with LD to follow a healthy diet and exercise regularly may require a specific strategy if progress is to be made. There are particular challenges in communication issues that need to be addressed. Families are more likely to live on low incomes and this may mean that it is more difficult for them to afford healthy food and take advantage of exercise facilities. The Panel therefore feels that targeting should be considered. Failure to do this may perpetuate and possibly even exacerbate health inequalities.

Recommendation:

That the obesity strategy currently being developed by Haringey TPCT and its partners specifically address the needs of high risk groups, including people with LD.

- 5.2 Whilst obesity is a problem for many people with LD, people with PMLD are more likely to be underweight as swallowing difficulties affecting eating and drinking are common, leading to poor nutrition. The Panel noted that access to dietician services can be patchy. In addition, access to the videofluoroscopy department at the North Middlesex is not possible for people with PMLD as they room is not wheelchair accessible and they therefore have to go to the Whittington Hospital instead.

Recreation and Play

- 5.3 The Panel received evidence from the Markfield Project on the availability of recreational provision for people with LD and PMLD. Whilst there are some examples of good access to recreation and exercise for adults with LD, these are not necessarily accessible to people with PMLD. Some Markfield users had reported using leisure centres for regular exercise, assisted by support from their key workers but people with more profound disabilities appear to have less access to this kind of facility. There are some specialist recreation services commissioned by the Learning Disabilities Partnership such as Markfield's Art Engine and Markfield at Nite Projects but the number of places available for people with PMLD and high support needs is limited. Day centres also provide a range of recreation activities for adults with LD.
- 5.4 Markfield were able to give the Panel detailed evidence on the lack of access to recreation and exercise as they were commissioned to undertake an audit of supervised play provision in March 2006. This found that, despite DDA requirements to make services accessible to disabled people, access to play and youth provision within the Borough is severely limited for children with disabilities. Many providers, including the six local authority run centres, are physically inaccessible to children with mobility difficulties. There is a severe

shortage of play places for disabled children – for example, there are only enough inclusive places for half the number of children registered as disabled within the Borough. There is a particular shortage of term time places for disabled 3-12 year olds with a sum total of only 59 places available across the whole Borough. When children are offered holiday play provision, it is generally for shorter amounts of time than for their non-disabled peers and term time provision was often only for one day per week, as opposed to the full time places offered to non-disabled children.

- 5.5 Markfield were also commissioned by the Children's Service to coordinate places for disabled children for the summer play scheme in 2006. In doing this, they discovered that the average amount of provision for a disabled child was two weeks across the summer holidays as opposed to five for non-disabled children. There was also a severe shortage of places: they were able to identify only 103 disabled children who received a play scheme service. This was only just over half the number of places providers said they hoped to provide when questioned in the play audit in March 2006.
- 5.6 This lack of provision disproportionately affects children with PMLD as a large number of the children with no play scheme place have 1 to 1 support needs. The Panel noted that a response to the audit was still awaited from the Children and Young People's Service.
- 5.7 There are a number of barriers to improving play provision:
 - Physical access.
 - Unstable funding arrangements for service providers and last minute agreements of funding.
 - Lack of information about the number of people with disabilities who are waiting to access recreation and exercise.
 - Transport.
 - Lack of access to funding for support staff for people who need 1 to 1 support.
 - Insufficient training to manage particular needs, especially complex health needs and behavioural management issues.
 - Attitudes to disability and discrimination.
- 5.8 The Panel heard from Robert Singh, the Children's Networks Coordinator from the Children and Young People's Service, who responded to these concerns. He reported that the local authority had been asked to develop a play strategy and, as part of the process for drafting this, the Markfield Project and Haringey Play Association were asked to undertake an audit of current provision. The work undertaken by the Markfield Project had shown there to be a shortfall in provision for people with disabilities and, in particular, learning disabilities. The draft strategy had referred to the need to remedy this.
- 5.9 Funding was a major issue, especially in the case of children whose needs were at the high end of the spectrum and therefore often required one to one support. The issue was currently being addressed and a bid had been made to

the Big Lottery Fund for appropriate projects. It was, however, a very costly service and that was especially true of children with PMLD. At the moment, two places for children with severe disabilities within each play centre were all that could be afforded. It was currently not possible to meet the needs of all such children and there were now approximately 100 children on the waiting list. However, 8% of places in play centres were for children with disabilities, which compared well with provision in other local authorities.

- 5.10 The play strategy was being further developed and consideration could be given to the setting of an appropriate target for children with disabilities if this was felt appropriate. It was noted that the TPCT was working with the Children and Young People's Service on this issue.
- 5.11 The Panel feels that there is a need to improve the availability of places for children with disabilities as a whole as it is unacceptable that they should have poorer access to appropriate provision than other children. Access should be targeted according to need with particular priority given to children whose carers are less able to care for them or who are in need of respite. In addition, statistics should be kept on the number of disabled children accessing play provision who have a learning disability.

Recommendation:

That specific targets be set by the Children and Young People's Service in its Play Strategy to monitor progress in achieving equal access to services for children with disabilities.

- 5.12 The Panel also received evidence from the Sports and Leisure Service on the measures that they took to encourage the use of their facilities amongst people with LD and PMLD. It was noted that Sports and Leisure's swimming pools had hoists to assist access for people who had physical as well as learning disabilities. In addition, Tottenham Green currently used the beach area, which was a walk in shallow pool. Gyms at Tottenham Green and Park Road had equipment that had been accredited for use by the Inclusive Fitness Initiative (IFI). Park Road and Tottenham Green Leisure Centre facilities were both audited as part of the IFI process in order to gauge accessibility and, after implementing recommendations, were awarded IFI accreditation. They were 2 of only 7 centres in London to possess this award.
- 5.13 The service has a specific fitness instructor with responsibility for developing links with disability organisations and encouraging people with disabilities to use the Council's facilities. Part of the IFI accreditation meant that they needed to ensure that 6% of users were people with disabilities. Work was also being undertaken with Haringey's learning disability day centres to encourage greater use by their clients. This included use of the pools, the studio for the Special Olympics and hosting the Disability Awareness Day. One particular initiative was an ongoing booking with the Moselle School to provide coached sessions in the SHOKK gym. However, as with many organisations, funding remained an issue for the service.
- 5.14 The Panel were pleased to note that access to sports and leisure facilities in Haringey has increased greatly recently with some excellent local projects that cater for the needs of people with PMLD. However, evidence was received

that new disabled toilet facilities at Tottenham Green do not fully meet the needs of many PMLD people, who require a changing bench and hoist. The only changing table is in the poolside toilet and it is currently damaged. In addition, Many PMLD benefit from hydrotherapy as the warm water allows muscles to relax and allows more freedom of movement. Ordinary pool temperatures are too cold. Hydrotherapy is available in special schools, but there is currently no facility for adults.

- 5.15 Sports and Leisure are willing to enter into discussions to develop a scheme similar to one in development with the Children in Care team, whereby the Children's Service were purchasing active cards for all of their clients at a subsidised price. The Service was also aware that Out of School Providers would like to participate in the holiday programme but were restricted by funding allocations which restricted options and the number of places available. It was felt that a greater emphasis on marketing and publicity and literature to disability groups and organisations could help to further encourage usage. In addition, raising awareness of the use of the natural environment e.g. parks and open spaces for recreation and leisure, could also assist in improving the health and fitness of people with LD.
- 5.16 There was little evidence so far of health professionals referring people to the Sports and Leisure Service for therapeutic purposes although an NRF funded referral scheme was scheduled to start shortly. This would enable GPs in the area in question to refer patients to the service. The service felt that there was much that could be done with people with disabilities as the facilities were now very accessible.
- 5.17 The Panel feels that one option would be to include recommendations on exercise and diet within Health Action Plans. It was recognised however that, irrespective of the accessibility of exercise facilities, the time and effort involved in getting a person with PMLD to and from a leisure centre could be a daunting prospect for a carer. In such circumstances, the use of parks and open spaces might be a more realistic option.

Recommendations:

That the Learning Disabilities Partnership enter into discussion with the Sports and Leisure Service with a view to establishing a scheme for subsidised purchase of active cards for clients.

Appendix

People interviewed or providing evidence to the Panel as part of the review:

Ms. D. Burkens and Ms. H. Warner - Haringey Teaching Primary Care Trust Patient and Public Involvement Forum
Mr. S. Simmons and Ms. G. Taylor - Haringey PCT
Mr. K. Dowd – Haringey Association for Independent Living
Mr. K. Taylor - Mencap
Ms. C. Eastwood, Mr. G Jefferson and Ms. E. Lovell - Haringey Learning Disabilities Partnership
Dr. L. Sherman - Haringey GP
Mr. A Briggs - Head of Sports and Leisure
Mr. R. Singh - Children and Young People's Service

In addition, independent in depth qualitative consultation was undertaken with 8 families and carers as well as focus groups of carers and professionals working with people with PMLD.

Bibliography/Background Papers:

Haringey Teaching Primary Care Trust Disability Equality Scheme (December 2006 – December 2009)

Equal Treatment: Minding the Gap – Disability Rights Commission

Valuing People with Profound and Multiple Learning Disabilities (PMLD) – PMLD Network

Our Health, Our Care, Our Say: A New Direction for Community Services – Department of Health White Paper (2006).

Our Health, Our Care, Our Say: A New Direction for Community Services – Mencap Response

Valuing People – Department of Health White Paper (2001).

Valuing People review submission – Mencap

Treat me right! Better healthcare for people with a learning disability – Mencap

Healthy Lives – Health Action Planning in a Person Centred Way: Including Health in Person Centred Planning – Foundation for People with Learning Disabilities (2004)



Agenda item:

CEMB
For The Executive
On 27th March 2007
On 24th April 2007
Report Title: Programme Highlight Report February 2007

 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 February 2007.

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 2006. 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 February 2007. The detailed programme report is shown in appendix 1, with the main highlights shown in the covering report on an exception basis. The covering report endeavours to present a more updated position based on exception information from the February reporting period.

3. Recommendations

3.1 To note the report.

Report Authorised by: Dr Ita O'Donovan, Chief Executive
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Katy Johnson, Policy & 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:

- Regeneration – Tottenham High Road Strategy – as reported to Executive in the last performance report this scheme will underspend in 2006/07. The Council now has written confirmation that the GoL funds can be carried forward in to 2007/8. At a meeting on 12th March the LDA acknowledged their contribution to grant funding delays and the Council now has verbal agreement that the full amount of carry forward funds will be made available.
- Regeneration – GLS site – the financial risk highlighted in the report will be mitigated once the legal agreement recently reported to Executive has been ratified.
- Regeneration – Heartlands Spine Road – negotiations have taken place with National Grid to discuss the possibility of them contributing to the potential additional cost of £0.6m in respect of diversion of a high pressure gas mains. National Grid have indicated that they will look favourably at contributing to any overspend, but this figure cannot be agreed until the full costs are known (presently awaiting tenders).
- Children's Centres – phase 2 planning is underway, the Children's Service is reviewing the business plans and ongoing sustainability of the phase 2 centres before committing further capital resources.
- Equal Pay – Work is progressing on the local negotiations for '**single status**' pay arrangements review (incorporating former manual staff): a Pay and Conditions Proposal has now been submitted to Union representatives and a base budget contingency sum was provided. There may be significant costs arising from backdated or compensation payments and these will need to be contained within either unsupported capitalisation (subject to government approval) and the subsequent additional revenue costs and or the Council's reserves.

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. It is important that we have undertaken an Equal Pay Audit and have an implementation plan in place to retain our present standard.

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 February 2007.

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 Tottenham High Road Strategy

12.2.2 The project crosses financial years and expected progress was not achieved in the last quarter of 2006, whilst the approval request was being considered at the LDA. The result was a lower grant claim for that period and we therefore required additional carry over for 2007/8.

12.2.3 Confirmation has now been received from Government Office for London (GoL) and The London Development Agency (LDA) for an extension of the grant funding deadline to June 2007. At a meeting

on 12th March officers were given every assurance by the LDA that carry forward funds will be made available. LDA advised the Council that the quarter1 claim period (April – June 2007) can be used to reconcile underspend in quarter 4 (January – March 2007).

12.2.4 Growth Area Funds / Community Infrastructure Funds –Greater London Supplies (GLS) site

12.2.5 This project was delayed due to concerns from the Commission for Architecture and the Built Environment (CABE) about the design of the site. This meant that the overall site planning application did not go to the special Planning Application Sub Committee on the 15th January.

12.2.6 This delay has had implications for the GAF2 project as the podium application cannot be considered until after determination of the outline scheme. Negotiations have progressed well between the GLA, CABE, the site owners and the Council to resolve the issues: all parties now appear to be content with the designs.

12.2.7 The outline planning application for the overall site will be considered at committee in May, with the podium full application in the same time frame. The delivery of this project is dependent on the land owner achieving a favourable planning decision.

12.2.8 The programme and expenditure profile for the GAF2 project has now been revised in light of the later submission to planning committee: the new milestones have been agreed by GOL and DCLG. The final outcome and expenditure is still programmed to be achieved by the March 2008 deadline, resulting in a tighter overall timetable.

12.2.9 The funding agreement will be with the Council, but the site is in private ownership. There is a risk that the Council may not be able to achieve the expenditure of the grant because full delivery will always be dependent upon the actions of the landowner and their contractor. A legal agreement has been drawn up to assist in mitigating this risk.

12.2.10 Growth Area Funds / Community Infrastructure Funds – Spine Road

12.2.11 The timescales, risks and budget for this project were showing a red status in February due to problems surrounding the site decontamination. These issues have subsequently been resolved

12.2.12 Legal agreements have now been drafted with National Grid for carrying out the decontamination works. A design strategy is likely to be completed by June 2007 with works commencing on site by mid-July. It is expected that these works will be completed by the end of October 2007.

12.2.13 With the signing of the contract for de-contamination with National Grid it is now expected that the project will be delivered by the March 2008 deadline.

12.2.14 The current estimated cost of these de-contamination works is about £740,000 and the cost of diverting the High Pressure gas mains is nearly £600,000. Negotiations have taken place with National Grid to discuss the possibility of them contributing to the potential additional cost. They have indicated that they will look favourably at contributing to any overspend, but this figure cannot be agreed until the full costs are known (presently awaiting tenders).

12.3 Children and Young People Stream Board

12.3.1 Children's Centres

12.3.2 The Government is committed to delivering a Sure Start Children's Centre for every community by 2010. However there is presently uncertainty as to the long-term revenue funding and income streams for such centres.

12.4 Better Haringey Stream Board

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

12.5 Well Being Stream Board

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

12.6 Housing Stream Board

12.6.1 There are no exception reports for the Housing Stream Board.

12.7 People Stream Board

12.7.1 Haringey Council was able to provide an offer to Trade Unions in time to meet the national Equal Pay deadline of 31st March 2007, The Council is hoping to meet with Union representatives to discuss the offer week commencing 16th April. The possibility of equal pay claims is a higher risk now that the deadline has passed, this is the case whether or not the offer is accepted by all the unions.

12.8 Value for Money Stream Board

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

12.9 Customer Focus Stream Board

12.9.1 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 FEBRUARY 2007

Prepared by

Corporate PMO

Version 0.1



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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		
							<ul style="list-style-type: none">To commission a masterplan for the regeneration and development of the Eastern Utility Lands.To secure the land known as the “former sand sidings” for the provision of a new sixth form secondary school.To obtain funding for a new spine road through the overall site from North to South.To secure a guarantee of the decommissioning of the National Grid TRANSCO site.To work with major landowners and private developers to deliver these plans.To meet the output targets of up to: -<ul style="list-style-type: none">1,200 new jobs1,200 new school places2,000 new homes		
							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	Timescale	Budget	Resources	Issues	Risks	MANAGEMENT SUMMARY		
G	G	G	G	A	G	G	<ul style="list-style-type: none">A joint planning application with National Grid for the spine road was considered and approved by PASC on 22nd January 07. The road will provide the key access infrastructure and has been funded by £5m from the Community Infrastructure Fund. Construction is due for completion by March 2008. However, delays are being experienced in respect of carrying out the de-contamination works and it is unlikely that these will be completed before August 2007.The school site has been purchased. 4 bids for the new school are currently being considered.The LDA and National Grid have appointed master planners “MAKE” to take forward the masterplan for the whole areaIn respect of the Chocolate Factory and desire of Workspace to purchase the car park from the Council, Property Services have been advised that at this stage of the development process it would be premature to relinquish any potential levers the Council may have to promote development and maximise receipts. As such we should postpone any meetings with Workspace and reconsider our position once the masterplan has been prepared.A meeting with landowners was held on 26 January, to discuss the programme and process of preparing the masterplan, and submitting the planning application/s. We are still discussing what form this masterplan should take. The next meeting of the Heartlands’ Landowner’s meeting will be held on 19th March.		
<div>Project Sponsor: Justin Holliday</div> <div>Project Manager: Shifa Mustafa / Ian Woolford</div>									

Regeneration Stream Board

(1) HARINGEY HEARTLANDS CONT.

- A definitive time table is still to be agreed but the landowners want to proceed as quickly as possible, but in any case this should be done before the end of the year.
- GAF 3 expressions of interest have been submitted for decontamination and relocating business at the Heartlands, which have initially been considered by the Regeneration Stream Board.

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									
<div>(2) TOTTENHAM HALE URBAN CENTRE</div> <div>LEVEL 1 PROJECT</div>							PROJECT DESCRIPTION / OBJECTIVES		
							<div><div></div><div></div><div></div><div></div><div></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	Timescale	Budget	Resources	Issues	Risks	MANAGEMENT SUMMARY		
A	G	G	G	G	A	A	<div>Adoption of Masterplan (SPD)</div> <div><div></div><div></div><div></div></div>		
<div>Project Sponsor: David Hennings</div> <div>Project Manager: Shifa Mustafa / Ian Woolford</div>							<div>Progress</div> <div><div></div><div></div><div></div></div>		

Regeneration Stream Board

(2) TOTTENHAM HALE URBAN CENTRE CONT.

- The full application for the GLS site 'Podium' will be determined once the outline scheme for the overall site has been considered by PASC, that is, within the same timeframe.
- TfL has commissioned consultant WSP to undertake review work on their preferred option for the Tottenham gyratory road system. A preliminary design has been prepared by the consultants although TfL have yet to share their ideas in detail.
- TfL are yet to present their definitive solution to railway four-tracking.

Timescale

- The outline scheme for the GLS site is currently being revised to address and reflect the comments raised by CABE in respect of design, and to take into account TfL's proposals for the four-tracking of the adjoining railway lines. Whilst this has unavoidably delayed the planning application process in terms of submission and determination, Haringey is currently meeting with CABE, Lee Valley Estates and GLA to resolve any outstanding issues. It is anticipated the outline application for the overall site will be considered by the Planning Committee in early summer.

Budget

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

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: £50k

Forecast spend: £50k in '07-'08
Spend to date: £0

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

MANAGEMENT SUMMARY

- Urban Practitioners facilitated an away day with Members and Officers to Romford Town Centre. The visit gave a useful insight on how other town centres have approached development and long term sustainability.
- A Members visioning session will be held on the 15 March. As with the officer session, consultants Urban Practitioners will be facilitating a session to gauge opinions, thoughts and ideas on options around the future planning policy of the Town Centre and to define a framework of how Wood Green might evolve over the next 25 years.
- The Wood Green Action Group has held its first meeting. Chaired by Cllr Pat Egan with support from the Town Centre manager, the group is attended by local stakeholders with a view to improving the town centre and actioning issues raised in the recent Wood Green Audit.

Project Sponsor:
David Hennings

Project Manager:
Karen Galey

Regeneration Stream Board

(3) WOOD GREEN TOWN CENTRE CONT.

- A formal expression of interest has now been received from the PCT and officers have held joint meetings with colleagues from planning, housing, development control and property services. The PCT have undertaken a site feasibility study and are now formalising plans and development options for a health centre and housing proposal.
- The PID for this programme remains on hold until further all options and directions are established. It is envisaged that this, at the earliest, would happen after initial consultation on Wood Green with Members.

Issues

- Due to additional work and subsequent extended timescales on the project, officers in Economic Regeneration are awaiting a decision that the budget be carried over to the next financial year.

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: £3889.97

Forecast spend: £3274.972k
Spend to date: £1181.8k

MANAGEMENT SUMMARY

Budget / Risks / Issues:

- Government Office for London (GoL) and London Development Agency (LDA) have both now formally confirmed an extension of the grant funding deadline to June 2007. However the amount authorised for carry over by LDA is lower than the construction programme for Stoneleigh Road and Rangemoor Road now require. This is the result of delays on site during the period that the LDA were considering our request for an extension. The LDA did not provide any opportunity to review the figures initially provided with this request.
- This presents a risk to the Council that could result in it providing funds for a proportion of the cost of works from April 2007 on the Stoneleigh Road and Rangemoor Road projects. NM is presently discussing further carry over or provision of fresh funds to the same value in the new financial year with the LDA. The total at risk will be known in the first week of April after year end invoices are processed. It is presently estimated at £100,000 in total and provision has presently been made to cover £80,000 through revenue carry over if necessary.
- London Apparel Resource Centre (LARC) withdrew their project from the UCCG programme. The LARC project total value was £180k and Neighbourhood Management is exploring the possibility of an alternative project at Technopark with Property Services.

Project Sponsor:
Zena Brabazon

Project Manager:
Sean Burke

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

Regeneration Stream Board

(4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION CONT.

UCCG Projects' Detail:

All projects are now on site. The 3.2 UCCG programme is now made up of 8 confirmed projects.

- **Seven-Sisters Road Shop Fronts:** Team provided copy invoices in response to GoL audit requests for information.
- **TGEC refurbished managed work space:** The new project manager has prepared a programme of additional works for March 2007.
- **Stoneleigh Road new build Managed Workspace:** The timber frame was delivered and erection commenced.
- **Bruce Grove THI phase I shop fronts:** Shopfront contractor appointed and construction site meetings being held with both the shopfront and upper building contractors present to facilitate co-ordination of both projects. Seven license agreements with shopfront tenants have been finalised. Progress on elevations now good. Shopfront contractor started 29th January 2007. 3 shopfronts (Nos. 546, 550, 552) have been installed, working to make good fascia board and internals. Legal problem with the new lease for 548 still remains. The owner is going to litigation with freeholder. If he wins he won't allow the work to go ahead, if he loses he will move out of premises – effectively 548 is out of the scheme at present. Difficulty in carrying out work at the Butchers (No. 540) due to health and safety. Agreed with shopkeeper that work will require 3 day closure and some work to be carried out over night.
- **HERS shop fronts and façades:**
 - Contractor started on site for 497-507 Tottenham High Road, 15 January 2007. Scaffolding erection complete and temporary roof cover in place. Conservation survey carried out on façade and roof by Project Architect, LBH Conservation Officer and contractor. Survey report by contractor agreed by all parties. First project meeting held 13/02/07 – making good progress and on target to finish June 2007. Project Architect has completed first valuation – invoice due end of month (February).
 - Approval received by Director to appoint contractor off Framework Agreement under CSO for 485-489 High Road. CPG to instruct Legal to draw contract. Continue working to secure individual grant agreements for all properties in this phase.

Regeneration Stream Board

(4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION CONT.

- **536 High Road:** Grant for 536 High Road still being finalised. Owner chased again.
- **614 High Road (Blue School):** Progress visit made and valuation invoice received for grant payment. Due for completion April 2007.
- **Enfield Council Fore Street:** Progress continued to revised programme. Last phase has started and new shopfronts were installed at two properties.
- **Workspace project on Tottenham High Road:** NM met with the project director who confirmed that work is due to complete in March 2007. NM explained the claim procedures and standard forms for use to Workspace who confirmed their understanding of the requirements. This project provides £530k private match to the programme.

Non-UCCG Projects' Detail:

- **Rangemoor Road:** Demolition completed and groundworks 50% complete.
- **HERS - Tottenham High Road:** There are 2 additional projects being funded by English Heritage under the HERS scheme with match funding from sources other than ERDF. These are 5 Bruce Grove and St Marks Methodist Church. Grant applications have been received for both these projects accompanied with several quotes for the eligible works and final offer to be issues shortly. A grant was also approved for the Seven Sisters Sign, and the work is to be completed by Library Services. Unfortunately, Library Services have been delayed due to shortage of resources.
- **Bruce Grove THI:** The latter phases of the project will not benefit from the UCCG/ERDF funding. Started second round of negotiations with traders. Drawings complete.
- **Hornsey High Street:** Contractor started on site 30th January 2007. New shopfronts have been installed at Nos. 3 and 7. Building control inspected structure behind fascia board 7th February and have given written approval to proceed with proposed works. Project Architect completed first valuation – invoice due end of month (February). Traders informed of programme of works.

Regeneration Stream Board

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

PROJECT DESCRIPTION / OBJECTIVES

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

Original End Date: ongoing programme of work

Current End Date: ongoing programme of work

Project Budget: £5680k

Forecast spend: £5680k
Spend to date: £4880.3k

Markfield

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

Project Sponsor:

Niall Bolger

Project Manager:

Shifa Mustafa, Ian Woolford;
Steve Carter

Markfield Recreation Ground

- Halcrow have completed an initial draft of the project brief for the desilting works on the Old Moselle Brook that will commence this summer.
- A formal request has been drafted to send to GOL to report on the changes to the original project with a couple of the milestones being delivered later than expected.
- Markfield Park is being assessed on March 8th for HLF Parks for People funding.
- The funding bid to the London Marathon Charitable Trust for £45,000 for the playground was unsuccessful.

Regeneration Stream Board

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

Mortuary

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

GLS

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

Spine Road

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

Timescales / Issues / Risks:

- Timescales are amber as the programme of drainage remedial works is currently being produced.
- There is a risk that the silt is analysed and found to be very contaminated. If this is the case it will have budgetary implications and may cause a further slight delay in the project. Initial silt sampling has already taken place and the silt was found to have relatively low levels of contamination. Further detailed analysis still needs to take place to meet the Environment Agency's regulations on the disposal of contaminated material. Any additional expenditure can be funded by the allocated contingency. The detailed silt analysis and water quality testing will take place in the next few weeks.
- There is one open issue regarding the misconnections in the catchment area, which if not resolved will result in a strong smell of sewage and possibility of flooding with contaminated water. Enforcement have agreed a short term action plan to address this.

RELOCATION OF THE MORTUARY

Mortuary

- Phase One, the Restoration of the Lodge is out to tender using Framework Agreement Contractors. The tenders are due back in the beginning of March. Tender closing date is Friday 16th for the specialist sub- contractors for the mortuary equipment supplier and installer as part of Phase Two. Tenders for phase two, the construction of the new mortuary, the link access & landscaping being prepared.
- The planning application was submitted on 15/1/07, supported by a comprehensive planning justification document to mitigate the risk of planning approval being declined.. A Development Control Residents Forum was undertaken on the 1st February .Good response from residents generally although a couple did express concerns. The application will be considered by Sub-Committee on 26th March. Consultation responses so far are one letter of support and no objections.
- Officers are satisfied that consideration of this matter when referred to GoL should be to a reasonably short turnaround.

Coroner

- The Lease for new building in Barnet is being signed in March. Additional storage accommodation available in the neighbouring annexe has not been secured.
- A new Officer in Property Services has been allocated to the project, Monte Doffman
- Rent free period to account for the repairs to the building has been agreed for a period of at least 6 months.

Regeneration Stream Board

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

- In general the works required to convert building to a Coroners Court are minimal and relate to fixtures & fittings. These are ready to start as soon as possession is obtained. Some general repairs are required to flat roof areas on the annexe.
- Provisional date for the move is now at the end of May 2007.

Budget

- We have determined the additional construction costs of the project that have been brought about by the need to construct underground and the additional repairs required by planning conservation. Total costs will be no more than £2.38 million.
- An application is to be made for S. 106 money, from a general environmental fund to cover the costs of the front iron railings and wall.
- Director has established additional funding for the remaining gap.

Timescale

- Although slippage has occurred to project timescales & key milestones in respect of the design & planning submission, we are able to make up this time through phased working.
- The two phase approach enables tasks to be squeezed a little more into the timeframe and permit parallel working.
- Planned on site Phase 1 at beginning April and Phase 2, at the end of May or early June.

GLS SITE

- The planning application for the overall site did not go to the special Planning Application Sub Committee on the 15th January, as a result of the design issues discussions with the Commission for Architecture and the Built Environment (CABE). This will impact on the GAF project as the podium application will not be considered until after determination of the outline scheme.
- The first milestone for the GAF project is the commencement of demolition in February 2007 with completion in June 2007. Negotiations are progressing between the GLA, CABE, the site owners and the Council to resolve the issues that impact on this. It is anticipated the outline planning application for the overall site will be considered at a committee in the early summer of 2007, with the podium full application in the same time frame.

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

Timescales/ Issues / Risks

- Following discussions with the site owners, they have revised the programme and expenditure profile for the GAF2 project. The only variation in the next two quarters is greater emphasis will be put on different elements of the six areas of work and therefore expenditure will be moved from one element to another to accommodate the delay with the planning application. The final outcome, and expenditure is still programmed to be achieved by the March 2008
- Planning issues as described above. The delivery of this project is dependent on the land owner achieving a favourable decision on the planning application for the overall site.
- The funding agreement will be with the Council, but the site is in private ownership. The Council may not be able to achieve the expenditure of the grant, because full delivery will always be dependent upon the actions of the landowner and their contractor.

HEARTLANDS SPINE ROAD

Contamination

Timescales / Risks:

- Detailed design completed on Phases 1 & 3 (existing carriageway) and on Phase 2 (new carriageway).
- The meeting held with National Grid on methodology for carrying out the Decontamination included the implications of the live gas mains running along the road through the Gas Works Site. Following approval of the "Waiver report and Contract Standing Order" by the interim Director, legal agreements are being drafted with National Grid for carrying out these works. Severe delays are being experienced and it is unlikely that the de-contamination works will be completed before August 2007. This poses a risk that the project will not be delivered by the March 2008 deadline.
- A number of meetings have been held to mitigate this risk. It is hoped that a new contract will be signed with National Grid this week to address concerns and put in place measures to meet the March 2008 deadline.

Budget:

- The current estimated cost of these works is about £740,000 and the cost of diverting the main gas mains is nearly £600,000. These have now been included in the scheme costs that are showing a likely overall cost above the £5m budget.
- PID has now been updated with further consideration to reflect an up-to-date costing and milestone profile for 2006/07 spend. The total cost of the scheme is now estimated at £5.2m and this needs to be reflected with the scheme program that has been revised.

Regeneration Stream Board

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

A number of Key Milestones have been met in this month, including:

Agreements

- Horizontal alignment on Phase 1 (Western Road) identified land transfers/acquisitions from the school, Chocolate Factory, Parks and Network Rail
- Agreement has been reached with the “Guardians of the Wood Green Common” about land exchange with Wood Green Common.
- The Chocolate Factory needs to retain its “right of access” from the land at Western Road and this is currently being negotiated.
- Proposals for the accommodation works to the Call Centre have been discussed with Property Services, and with the management of the vehicle pound.

Planning

- The interim design alignment has been finalised.
- The joint planning application with National Grid for the road submitted on 16/10/06 was approved by the Committee on 22nd January 07.

Contract/PQQ

- A Quantity Surveyor has been appointed to oversee contract documentation.
- A Planning Supervisor has been appointed to produce the pre-tender Health and Safety risks.
- Delays in sending out the Contract Documents have occurred while issues were being discussed with procurement.
- Contract Documents unlikely to be sent out to the 5 contractors included following the PQQ short listing until end of February.
- It has been agreed to include Phases 1, 2 and 3 into one Highway Contract for the Tender which is now programmed to start on site in July.

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: £180k (revised from £280k due to £100k carry over for Tottenham Town Hall relocation budget)

Spend to date: £102k
Forecast spend: £180k

MANAGEMENT SUMMARY

Hornsey Town Hall

- The scheme continues to be marketed (closing date 5th March). Open days have been held for prospective development partners and there has been an encouraging number of enquiries and requests for marketing/information packs. The first stage short listing of potential development partners will take place in the next reporting period.
- The cross-departmental Project Group has met and work is continuing on establishing timescales and actions for re-locating existing users and vacating buildings.
- The Community Partnership Board continues to work on the future business plan and management arrangements and promoting the Town Hall as a community venue and facility. There is now a formal process for community users to book hireable rooms.

Tottenham Town Hall

- A full project plan has been drawn up and Heads of Terms for the Development Agreement established.
- Meetings between Newlon and Planners are continuing.
- Work continues to investigate potential premises for re-locating voluntary sector groups.

Project Sponsor:
Tim Dauncey

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

- EAB having agreed the marketing brief and timescale for marketing as April, work has continued on a marketing pack and a draft Development Agreement. Having established timescales for vacation of the site and re-location of existing users as necessary, an action plan is being developed.

Bull Lane Playing Fields/Pasteur Gardens/Weir Hall Close

- Attempts to meet with LB Enfield to discuss S. 106 arrangements have proved unsuccessful to date. A development brief will now be prepared in order to make progress.

Timescales:

- All projects are actively making progress. The amber status reflects the as yet unresolved issues of relocation of third party and Council users from Tottenham Town Hall, Hornsey Town Hall and Hornsey Depot and the risk that planning applications for major schemes may be subject to lengthy appeal processes.

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 which has been approved by the Council's Executive on 20th February 2007 is to provide a new landmark mixed use development scheme situated on Wards Corner and Apex House 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 and a Project Executive Meeting will meet monthly to take the listed issues forward. 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.

Project Sponsor:
Justin Holliday

Project Manager:
Jane Chambers

Month This	Month Last	Status	Time scale	Budget	Resour ces	Issues	Risks
A	A	A	A	A	A	A	A

**(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 2007-8 is £500k to support the development of the scheme including legal, technical and consultation matters. A report setting out the proposals and the total cost of the project of £2m over 2007-9 is to be taken to the NDC Board on 28.2.07. Council funding of the project is £0.5m and is funded from the disposal.

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 has been achieved. Completion of this acquisition will move Grainger Trust from a position of minority to majority land ownership in one step.

Risks

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

Timescales:

- Planning – A protracted planning process resulting in significant delay
- CPO – This is time consuming and carries inherent risks. However, the parties are taking steps to minimise these and have factored in the possibility that there may be a CPO inquiry
- Rights of Light – Consultants have identified an envelope within which a development can take place without any significant breach of rights of lights
- Development costs – The mixed land ownership on the site has resulted in high land assembly costs. The cost of development will need to be carefully considered and thereafter tightly controlled, to avoid any resulting adverse impact on viability

Regeneration Stream Board

(7) WARDS CORNER CONT.

- 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 Annual Budget: £34,007k
Revised Annual Budget: £27,957k
Cash Limit Budget: £24,967k

Spend to date: £22,932k
YTD Variance: £203,474k
Projected Variance: £345k

MANAGEMENT SUMMARY

OVERALL

- **Progress:** The Overall timescales are ambitious but believed to be achievable. The milestone date on the PFI Deed of Variation will not be met. This remains an issue.
- **Issues and Risks:** Amber denotes concerns over early supplier performance, the need to resolve the PFI Deed of Variation and the conclusion of CYPS client side arrangements.

INDIVIDUAL STEAMS

Timescales:

- PRG: Overall timescales are believed to be achievable, but PFI Deed of Variation is very tight. This has been raised as an issue.
- CON: St Thomas More School is approximately six weeks behind the baseline programme. Two weeks were lost due to the late appointment of the Design Team Partner (DTP) and 4 weeks have been lost since then by the DTP examining alternative options to the design brief (There is no allowance currently for this activity in the baseline programme). A key early meeting to brief the school on stakeholder engagement has not happened as a result of this documentation not being available yet

Programme Sponsor:
Ita O'Donovan

Programme Manager:
Gordon Smith

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

Children & Young People Stream Board

(1) BUILDING SCHOOLS FOR THE FUTURE CONT.

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

- The DTP on Woodside High School was appointed two weeks earlier than required on the baseline programme. The detailed short term DTP programme shows that these two weeks have been lost. This is primarily as a result having to revisit the strategic briefs for the Special Educational Needs (SEN) schools. Meeting schedules are again missing and the date of the next DTP meeting could not be confirmed when requested earlier this week. A key early meeting to brief the school on stakeholder engagement has not happened
- Concerns are emerging over the performance of suppliers in the key notes at St T M and WHS. Steps have been taken to ensure that this early poor performance is dealt with; an update will be provided at the BSF Board meeting

Budget:

- ICT: The available budget to commence 6FC ICT asset acquisition and commissioning procurement. is to be confirmed. £300k has been released from S106 funds for 6FC to cover ICT Procurement, and procurement has commenced.

Resources:

- PRO: There is a need to allocate Haringey resource to support the Programme's procurement and commercial activity, and to sit separately from the advisory role that Corporate and Construction Procurement would generally play. There is also a similar resource requirement for the ICT stream. Head of Capital Procurement and ITS Procurement Manager are producing Job Descriptions for these roles, which if there is sufficient overlap, may be combined; otherwise two separate recruitment exercises will be undertaken
- CON: Another Construction Partner (William Verry) has withdrawn from the tender process leaving only six remaining. This raises further concerns regarding the capacity of our Construction Partner framework agreement to deliver the programme
- ICT: BSF ICT Procurement team are still working to bring on-board an additional procurement resource to provide support to the ICT procurement team. Joint discussions with Construction Procurement, who also have resource requirements, are ongoing

Children & Young People Stream Board

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

(1) BUILDING SCHOOLS FOR THE FUTURE CONT.

Issues and risks:

- CON: The risk in agreeing the Deed of Variation (DoV) with SMIF still remains and the departure of the Programme Manager may hinder the speedy resolution of the commercial aspects of the deal.
- TRA:
 - New school funding remains a risk until the School's adjudicator's decision
 - The School and Board's capacity for sign-off and decision making present a risk to timescales
- ICT:
 - 6FC: There is a revenue deficit in the current 6FC budget of around £400k for ongoing ICT service support for the next 5 years. Work is being done to close out the gap.
 - MLE Fronter decision: On-going discussions and a planned road-show around the Lgfl MLE offering (Fronter) in March could be interpreted as bias for a particular solution as we enter ITPD stage therefore opening the procurement up for a potential challenge from a bidder. As such it is planned that BSF schools' involvement in the Fronter road-show will be withdrawn.

Children & Young People Stream Board

(2) CHILDREN'S NETWORKS

LEVEL 1 PROJECT

NB. This project does not include the construction of Children's Centres

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
- Implement the Family Support Strategy by March 2007;
- Support schools [at least 30 primary and 4 secondary] to provide a range of extended services by September 2008.

Original End Date: Dec-2006
End date last month: Mar-2008

Current end date: Mar-2008

Original Budget: £700k
Revised Budget: £700k

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

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

MANAGEMENT SUMMARY

Timescale - The Project is on track in line with the milestones set out in the PID.

- Schools successful in their application for Extended Schools Capital Funding [Primary] have been issued with contracts. Schools are being supported by Property and Contracts Team to ensure that they meet the end of March deadline for all projects to be completed.
- The implementation and use of a common referral form is now in place. Ongoing training continues to take place and we are confident that all schools and agencies are aware of the new format.
- The application deadline for commissioning new childcare places was the 26th February. The portfolio of successful bidders will be presented to the Procurement Committee in April. A report to the Executive recommending that the Voluntary Sector Grant, (~£350K), should come under the remit of the Childcare Commissioning Group will be presented at its next meeting.

Project Sponsor:
Dr Ita O'Donovan

Project Manager:
Robert Singh

Children & Young People Stream Board

(3) CHILDREN'S NETWORKS, CONT

- Considerable work has been undertaken to shape up local projects within each NLC around supporting children and families using funding made available by the Schools Forum. The projects will be managed by lead schools within each NLC and the expectation is that all projects will run until end of March 2008.
- The childcare sufficiency exercise is developing, a questionnaire has been drafted to allow a more precise picture of exact childcare needs across the borough. Woodlands Park Children's Centre and Seven Sisters Primary school will pilot the draft questionnaire.
- The Play Strategy and portfolio of bids to the Big Lottery Fund [BLF] was agreed by the Executive and will be submitted to the BLF by the March 12th deadline. The allocation to Haringey is £780,982 of which £702,884 is for directly funding projects and £78,098 [10%] Programme management.

Children & Young People Stream Board

(3) YOUTH SERVICE IMPROVEMENT PROJECT

PROJECT DESCRIPTION/OBJECTIVES

The purpose of this project is to monitor the improvement of the Youth Service

At the end of the project the Youth Service will:

- Achieve a grading of at least adequate in 95% of youth work sessions
 - Achieve its performance indicators relating to contact, participation, recorded outcomes and accreditations
 - Evidence clear involvement of young people in planning, management and delivery of the Service
 - Have a broad range of curriculum reflecting local need
 - Routinely use management information to inform planning and performance management
- Demonstrate value for money

Original End Date: July 2007
End date last month: July 2007

Actual End Date: July 2007

Original Budget: £1.5m
Revised budget: £1.499m

Spend to date: £1.401m
Forecast Spend: £1.517m

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

MANAGEMENT SUMMARY

Improve the quality of youth work practice and consequently achievement

In the Post Inspection Action Plan, all activities towards this objective were scheduled to begin in Sept/Oct 06. All activities are now taking place and we are assessing if whether they are achieving the desired outcomes.

Improve the extent of the involvement of young people in managing, planning and evaluating youth work

- Preparations have been made for the successful Youth MPs to attend their first residential as elected members in March 07
- The completion of the second round of funding for the Youth Opportunity Fund has been successful. The funds panel, supported by the participation team have awarded funding to 10 new projects.
- All young people who participated in the writing of their Youth Funds bid will be accredited under AQA.
- The team are also looking into the continued development of the YOF panel. There is to be an evaluation of the funding process led by the young people.
- Young people from the funds panel supported the short listing process for the Youth Challenge competition. They have nominated The Markfield (Mpower) who so far are doing very well regionally.
- A successful session was held to celebrate the distribution of grants through the YOF/YCF with representatives attending from a wide range of organisations.

Project Sponsor:
Janette Karklins

Project Manager:
Belinda Evans

Children & Young People Stream Board

(2) YOUTH SERVICE IMPROVEMENT PROJECT

- The participation team has been asked to provide support for Neighbourhood Management in the development of a multi faith area forum. One meeting has taken place and the team delivered a participation workshop for young people on 22nd of February
- The Viewpoint questionnaire is now live. The on-line pilot took place at Bruce Grove on 9th of Feb and was completed by the participation Crew. The Crew have also delivered training for their new recruits, and have been consulted on the Haringey Young Peoples Website.

Extend the range of youth work activity

- A Recorded and Accredited staff competition to increase the numbers of BVPI's has been launched for Feb. The feedback so far from staff is indicating that we should be receiving 300 plus accreditations this month.
- Staff targets have been formulated for the next financial year, taking into consideration the type of work the teams do. We will continue to performance manage the achievement of the targets
- The part time reorganisation has come to a conclusion with over half of the part time work force leaving the Service. This is having an inevitable short term impact on the delivery of the Service. However, the recruitment process has been initiated with adverts due out soon. An induction process is to start in March for all remaining part time staff, outlining what their roles and responsibilities are in Haringey Council.

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

- In the Post Inspection Action Plan, all transformational activities under this objective were scheduled for Aug - Oct 06. All required processes are in place and we are presently assessing if we have achieved the outcomes.
- All data was entered fully for the first time this month, so we have accurate performance figures for February.

Monitor and quality assure youth work rigorously

- The QA framework is in the final stage of development and will be completed by end March
- Quality delivery and assurance is a major component of the part time staff induction

Children & Young People Stream Board

(4) CHILDRENS CENTRES

PROJECT DESCRIPTION/OBJECTIVES

Total of 18 Children's Centres in place by March 2008 delivering the full 'core offer' – with 10 already in place by March 2006

Original End Date: April 2008
End date last month: July 2008

Actual End Date: July 2008

Original Budget: £6.026m
Revised Budget: £6.026m
Forecast Prog Spend: £6.026m

2006/07 Budget: £2.554m
Spend to date: £766k
Projected variance for year: -£1.118m

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

MANAGEMENT SUMMARY

Risks

- The Government is committed to delivering a Sure Start Children's Centre for every community by 2010. However there is presently uncertainty as to the long-term revenue funding and income streams for such centres.

Progress

- Awaiting Sure Start Central unit for approval Seven Sisters, Welbourne and Earlsmead as submitted in December 2006. The DFES target length of approval is four weeks. They have presently exceeded that period by 8 weeks. Though we received a verbal indication from the DFES assessors in mid February the projects have been approved, we are still awaiting written approval from the DFES sure start central unit. The DFES have recently advised us verbally that we should be in receipt of the written approvals by 14th March 2007.
- The outline designs (RIBA stage D) for Bounds Green is anticipated to be completed by April 2007, this further delay is due to the outstanding school governing body approval to proceed with a children's centre at the school.
- The projected completion date for Bounds Green is June 2008.
- 16 Nr Extended Schools Satellite Projects have been identified at various locations with project values ranging £3,000 to £50,000. The capital expenditure has been devolved to the service providers.
- With the exception of Bounds Green Children's Centre, all the projects within the programme are projected to be completed by March 2008 as per the funding target milestone.

Project Sponsor:
Ian Bailey

Project Manager:
David Moore

Children & Young People Stream Board

(4) CHILDRENS CENTRES CONT

- New cost consultant appointed for South Haringay CC as the original consultant made a significant error at the outline design stage. A value engineering exercise is in progress, and the unanticipated extra cost will be covered by the Programme's contingency budget. The implication of this is that the contingency budget will be reduced from 10% of total budget to 8.4%.

The overall grant allocation for 2006-2008 is £6,026k. (£5,182k + £844k) Grant for 2006-7 is subject to an overall spend target of £2,554k (£1,710k+£844k) being met by the 31st of March 2007.

- The projected expenditure for this financial year is £1,429k, which is £1,125k below our target of £2,554k.
- We had notified the Sure Start Unit the projected under spend was anticipated at £1,700k and received positive feedback on our initial report from the area programme manager (Together for Children), who also indicated that Haringey is performing well and anticipates Sure Start agreement to the proposed re-profiling of the yearly expenditure. Since the meeting and initial report, we are now projecting a further under spend of £300k due to slippage on the Lubavitch project (Project managed by Hackney Council) and therefore the total projected expenditure for 06/07 is £1,436.
- We propose submitting a further report to the DFES Sure Start Central Unit for agreement to the revised projected expenditure profile.
- At the programme review meeting with Sure Start Central Unit area programme manager and Sure Start unit project assessor we were verbally advised that corporate legal and procurement costs cannot be recharged to the capital programme for this and subsequent financial years. This is under review.

Children & Young People Stream Board

(5) PRIMARY SCHOOLS CAPITAL

PROJECT DESCRIPTION/OBJECTIVES

- Delivery of major capital investment within the primary school estate
- Completion of capital repairs and maintenance works across the primary school estate

Original End Date: Jan 2007
End date last month: Jan 2007

Current End Date: July 2007

Original Budget: £36.264m
Revised budget: £35.119m

Spend to date: £9.504m
Forecast Spend: £36.690m

MANAGEMENT SUMMARY

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

Project Sponsor:
Ian Bailey

Project Manager:
Steve Barns

- The first stage of the construction procurement in respect of Coleridge Primary School expansion is planned to be presented to the April Procurement Committee. In view of the anticipated costs of the project the selection strategy for the Constructor will need to be re-aligned from the mid-band to the higher band. This should not affect the programme for delivery.
- The progress of all other works within the primary school estate is broadly in line with projections for 2006/7
- The contractor delivering the phase 1 programme at Tetherdown has informed the architect of a programme risk; however, this should not affect the new intake in September 2007, the design team will continue to closely monitor progress on this scheme
- There are a number of schemes completing this year and work to secure the final account is on-going. Where the charges for these projects may fall into next financial year arrangements will be put in place to accrue for the costs.
- The reinstatement work at Crowland is due to complete after Easter allowing the decanting of the school from the temporary classrooms into the refurbished building during the Summer Term 2007.
- C+YPS engaged the services of an independent dispute resolution resource in respect of the contract for Rokesly Phases 1&2 to secure the best possible financial settlement for the Council. Allenbuild agreed to settle on the Council's commercial offer of £2.53m on 8th March.

SECTION 3 – WELL BEING STREAM BOARD

Well Being Stream Board									
(1) E-CARE PHASE II					PROJECT DESCRIPTION/OBJECTIVES				
					<ul style="list-style-type: none"> • Successful Implementation of the FWI Purchasing module to allow for decommissioning of FIFI. • Entry / updating of social care records on one system (FWi) rather than two (FWi & FIFI). • Develop an interface to populate SAP with newly created Purchase Orders entered into FWi. • Pave the way for the second stage of Phase 2 to consider partial / full systems integration between FWi and SAP. 				
					Phase 2 End Date: Dec-07 End date last month: Dec-07	Current End Date: Dec-07	Phase 2 Budget: £1497k Revised Budget: £1698k	Spend to date: £438k Profiled budget: £448k Forecast spend: £1698k	
Month	This	Last	Status	Time scale	Budget	Resources	Issues	Risks	
	G	G	G	G	G		A	A	
Project Sponsor: Catherine Galvin Project Manager: Andrew Rostom					MANAGEMENT SUMMARY				
					<ul style="list-style-type: none"> • AD of C&YP and key stakeholders have reviewed and approved the proposed 'TO BE' Systems design for FWI Finance. • A series of ½ day workshops were held for third tier managers and Finance User representatives. Participants reviewed the proposed changes to existing business processes, and saw how the new FWI Finance purchasing module would be integrated within the existing social care system to support these. The workshops were well attended (in the main), and a good range of feedback was provided which will now be considered for inclusion within the final systems design, due for sign off in April. • Design work continues with both the FWI Systems Configuration (i.e. system changes required to FWI to support the proposed TO BE systems design), and the Data Migration design specification. • Logica have provided a formal quotation for the interface development work. Discussions are underway as the quote seems excessive, given the level/scope of interfacing required for this stage of the project. We are investigating whether it would be more feasible/cost effective to develop a solution using existing technologies/internal resources (being discussed with CITS and Internal Audit). 				
					Issues <ul style="list-style-type: none"> • Some FWI Usability issues are "PEOPLE" based and will need to be owned by Service Managers. Change management activity is taking place to understand the nature/cause of current issues and ensure these can be addressed by Business support and service managers. Risks <ul style="list-style-type: none"> • Organisational restructure in Adults & Community services – will be discussed at next project board. 				

Well Being Stream Board

(2) COMMUNITY CARE STRATEGY IMPLEMENTATION

Project Sponsor:
Mary Hennigan

Project Manager:
David Bray

PROJECT DESCRIPTION/OBJECTIVES

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

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

Current End Date: June-07

Project Budget: £5.65m

Spend to date: £2.156m
Forecast spend: £5.65m

Osborne Grove

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

The Red House

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

Broadwater Lodge

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

Osborne Grove (New Build 32 Bed Respite Care Home)

- The tenth contractor's site meeting was held on the 28th February 2007. The contractor has reported an eleven-week delay. The contractor no longer maintains the overall programme is on target (25th March 2007): the expected completion is reported to be the 11th June 2007. The contractor maintains his intent to submit an extension of time claim. Their true entitlement will be assessed by the CA once the claim is submitted. A revised end date has not yet been granted.
- Members have advised that the building will be operated as a Nursing Home for Older People. The feasibility of opening in Autumn 2007 is being explored.

The Red House

- Practical completion was achieved on the 2nd October 2006.
- Haringey's Design Services continue to progress the final account.
- Haringey Council has informed Makers UK Ltd (the main contractor) its intent to claim LADs.

Well Being Stream Board

(2) COMMUNITY CARE STRATEGY IMPLEMENTATION

Cranwood

Cranwood

Project complete

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

Trentfield

Project complete

Trentfield

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

Cooperscroft (TUPE)

Project complete

Cooperscroft

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

Well Being Stream Board									
(3) TEMPORARY ACCOMMODATION REDUCTION							<ul style="list-style-type: none">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
Risks	Issues	Resources	Budget	Timescale	Status	Last Month	This Month	MANAGEMENT SUMMARY <ul style="list-style-type: none">Training of P&O staff is progressing satisfactorilyAn action plan for developing the Vulnerable Adults Team is being developed, and recruitment progressingTemporary fund for TA reduction is being utilised to reduce demand for temporary accommodationProject manager now managing the project, Rupert Brandon is the Project SponsorProject is being re-scoped and project plan being draftedIt has been agreed that the Prevention & Options phase 2 project will now be included in the scope of TA reduction	
A	G	A	N	G	G	G			
Project Sponsor: Rupert Brandon Project Manager: Ian Bolton									

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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: May 07	Current End Date: May 2007 – for publication of 4-8 year strategy and associated action plan(s)	Project Budget: £1.408 million (2006-07) [Revised to include £62k NRF allocation].	Spend to date: £564k Forecast spend: £1.063m
							MANAGEMENT SUMMARY			
Risks	Issues	Resources	Budget	Timescale	Status	Last Month Status	Groundwork pilot projects on Millicent Fawcett and Love Lane has now been initiated. Remaining spend approvals have been authorised and remaining works orders placed. Outstanding spend approvals now signed off. All remaining 2006/7 works commissioned, whilst consultation and resident communication activity is progressing.			
A	A	A	G	G	A	A				
Project Sponsor: Bob Watts Project Manager: John Morris							Resources - £353k variance in spend forecast, this will form carry forward projects. Issues – Governance, funding allocation and longer term strategic development support are all subject to approvals from HfH, and Executive Members. Risks – Agreement of project management, development and officer support is under consideration.			

Better Haringey Stream Board											
<div>(2) DELIVERING ENVIRONMENTAL IMPROVEMENTS ON HOUSING ESTATES IN HARINGEY</div>							PROJECT DESCRIPTION/OBJECTIVES				
							<div>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.</div>				
							Original End Date: April 07 (HfH inspection) End date last month: April 07		Current End Date: April 07 (HfH inspection)		Project Budget: N/A contained within existing departmental budgets
<div>Project Sponsor: Jackie Thomas</div> <div>Project Manager: Joanna David</div>							MANAGEMENT SUMMARY				
							Waste Management and Recycling				
							<div>VfM Self Assessment of Waste Management on estates (contract, client side and recycling) – first draft now complete – completed version to go to March ALMO board.</div>				
							Grounds Maintenance (including play areas on estates) and Lighting				
							<div>Enhanced grounds maintenance programme now rolling out in the agreed areas.</div> <div>Better Haringey Clean Sweep programme to include an estates clean sweep in April. Planning underway for activities on 10 estates across North Tottenham, South Tottenham, Wood Green and Hornsey.</div> <div>VfM review of lighting on estates at stage 1 – outstanding issue to carry out a comprehensive list of all lighting columns and input data onto the system, pre inspection.</div>				
							Enforcement				
							<div>Enforcement training completed – estate services managers trained by Environmental Services Enforcement to enable them to issue FPNs on estates (littering, dumping).</div> <div>Timetable for training ESOs regarding bag searches (dumped rubbish) to be agreed.</div> <div>Instructions for TMOs regarding enforcement and the serving of notices signed off by Legal – training completed in January.</div> <div>Priority list of dumping hotspots a standing item at area based working meetings.</div>				
Month											
This Month											
Last Month											
Status											
Timescale											
Budget											
Resources											
Issues											
Risks											
G							G				
G							G				
G							G				
G							G				
G							G				
G							G				

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Better Haringey Stream Board

(2) DELIVERING ENVIRONMENTAL IMPROVEMENTS ON HOUSING ESTATES IN HARINGEY CONT.

Area based working

- Briefings for HfH estates staff completed with approximately 100 people attending the lunchtime workshops 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. Discussion paper taken to HfH SMT(Jackie Thomas) – action plan to be implemented during February – April.

Performance Data

- 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

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: £218k (06/07)

Spend to date: £128.5k
Forecast spend: £193k

Risks	Issues	Resources	Budget	Timescale	Status last month	Status this month
A	A	G	G	G	G	G

MANAGEMENT SUMMARY

Co-managed by the Better Haringey & Neighbourhood Management teams, Clean Sweep took place in the Wood Green neighbourhood from 14 – 17 February with an extensive list of projects, activities and publicity.

Planning is well under way for the Estates Clean Sweep, in partnership with Homes for Haringey. 10 estates or groups of smaller blocks have been identified for inclusion in the campaign. Activities will include outdoor repairs, gardening, enforcement, publicity and community engagement.

The next outdoor advertising campaign about fly-posting, has gone live and will run from March to April. Radio adverts on London Greek Radio and London Turkish Radio are running on a one-month-on, one-month-off basis over the next six months.

A project brief has been developed for next year's Communications work programme. It has been in draft form both to the Stream Board and Member Working Group, with key projects such as Clean Sweep, outdoor advertising, and the Green Fair being taken forward immediately.

Project Sponsor:
Joanna David

Project Managers:
Jon Clubb
Deborah Hogan

Better Haringey Stream Board

(3) COMMUNICATIONS & EVENTS CONT.

Detailed planning has begun regarding the content of the Better Haringey Green Fair. Publicity will begin with a special feature in April's Haringey People.

Issues & Risks

Detailed costings submitted for the infrastructure of the Green Fair were above the budget allocation, so the specification has been tightened to bring in the basic infrastructure on budget – responses to the revised specification are due w/c 19 March.

Budget

Joined up working with other Council departments has released cost savings, and the postponement of the Estates Clean Sweep from March to April (just before the ALMO inspection) have initiated a budget carry over request of £25k (£20k Green Fair, £5k Clean Sweep Estates).

Better Haringey Stream Board

(4) ENVIRONMENTAL CLEANLINESS & ENFORCEMENT

PROJECT DESCRIPTION/OBJECTIVES

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

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

Current End Date: 30 Sept 08

Theme Budget: £454,574

Theme actual spend: £292.4k
Theme forecast spend: £454,574

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

MANAGEMENT SUMMARY

Eyesores Programme

Nuisance from Pigeons at Bruce Grove Bridge Work in removing the inadequate netting and replacing it with a material that is more rigid had been delayed because of traffic problems. The area above the southern footway is nearing completion

Nuisance from Pigeons at St. Ann's/ Seven Sisters Bridge Work is scheduled to commence on Monday 5th March in removing the tattered netting and replacing it with a material that is more rigid.

West Green Road Bridge Discussions are in hand with Network Rail to deal with pigeon problems and rubbish accumulations. The issuing of formal notices may be avoided. The local community is being kept informed of developments

Railway land graffiti There has been an intensive effort to remove graffiti from concrete embankments, buildings and other structures alongside the railway track between Stroud Green Road and Quernmore Road. We are now looking at the views that commuters see from carriage windows when travelling through Haringey.

James Place, Tottenham Network Rail has partly complied with a notice to clear excessive vegetation and rubbish from their land which abuts the car parking area. A vast improvement is already noticeable.

Myddleton Road, Wood Green. A survey of the area continues to reveal many shop premises where their frontages may be classified as 'eyesores'. This is just part of a wider operation being carried out in the area. Contact with the respective owners is commencing

Project Sponsor:
Joanna David

Project Managers:
Rob Curtis
Zoe Robertson
Emma Smyth

Better Haringey Stream Board

(4) ENVIRONMENTAL CLEANLINESS & ENFORCEMENT CONT.

Bridisco vacant land in White Hart Lane. Planning consent to put up substantial fencing to screen the 'eyesore' of derelict warehouses and waste land is likely to be refused. As this avenue has failed, the initial stages of an appeal against the original enforcement notice will have a preliminary hearing on Tuesday 13 March

Garman Road Industrial area. Some factory and business units have voluntarily improved the appearances of their boundary iron fences by removing rust and adding a coat of paint. This theme will be encouraged on similar estates.

Community Clear Ups

4 Community Clear Ups were completed in February, covering 4362 households within Noel Park ward. These were repeat clear-ups for homes in Safer Stronger Community Fund (SSCF) wards as all eligible homes in the borough have already received one clear-up during 2006/7.

Mobile Clean Up Teams & Street Cleaning

- Since September, the team have been tasked to improve areas on a Neighbourhood basis, as part of the Clean Sweep projects. This is ongoing and the Clean Team has made a significant contribution to all Clean Sweep campaigns.
- Neighbourhood Managers for SSCF areas have been asked to nominate areas to receive an additional regular cleanse. Gladstone Avenue and Morley Avenue have already been nominated for Noel Park.

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: ongoing programme of works.

Current End Date: ongoing programme of works.

Theme Budget: £1,51k, revised: £1,455k

Spend to date: £722k
Forecast spend: £1,455k

MANAGEMENT SUMMARY

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

Project Sponsor:
John Morris

Project Managers:
Don Lawson
Andy Briggs
Paul Ely

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

Works have begun on Woodside Park Play Area and work is expected to take two more weeks. Campbell Road Play Area is almost complete, the play area is fully installed and awaiting an additional pathway.

The Wood Green Landscape project has been progressing well, however Thames Water have requested cessation of work on site to install a new pipe-line. Details to be confirmed but works expected to be delayed by 2 weeks.

All major orders are in place and works are expected to be complete by year end. The fencing and resurfacing programme is underway and on course for completion.

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

- Settlement of year 1 final account works still poses a risk to the year two projects. Corporate Procurement have been involved in this process since June 06 liaising with AYH on the final account.
- Tender documentation was presented to the procurement and contractor selection meeting scheduled for 6th Feb 07, and was evaluated from the approved suppliers list. The preferred contractor was identified and an initial meeting has taken place at PRLC to assess level of work, Contractor "COZMUR" is now pricing the works and will submit in mid March.

Better Haringey Stream Board

(5) IMPROVING GREEN & OPEN SPACES CONT.

- Commencement of works will be subject to final account of year 1 being settled in the region of the agreed limit and if approved will start on site in late Feb 07.
- All projects may experience slight slippage due to confirmation of final account works now planned for Apr 07.
- Flood damage works at Park Road Pools have now been agreed with Haringey's loss adjusters and work will commence on 12th March 07. Works will be at night to minimise disruption to service.

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

- The Chestnuts playground project will now be included (£120k) with Haringey's portfolio of projects that will be submitted to the Big Lottery Fund for.
- Funding secured: NDC £300,000; Recreation Services £120,000; London Marathon Trust £20,000.
- Tenders for the project have been returned and are on budget.

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

A higher than normal level of litter both bins and dropped has been recorded. Therefore staffing levels will be enhanced by recruiting 3 additional agency staff to maintain cleanliness standards. This is contained within existing resources.

Cleanliness Index monitoring and ENCAMS monitoring with Waste Management (litter, graffiti, detritus) will continue until April 07.

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

Delay in completing path at Belmont due to water logging, timetable moved to May.

There is a slight risk of delay in completing capital works for Paignton by end March.

Delay in completing path at Belmont due to water logging, timetable moved to May.

- *Noel Park* - The Friends of Noel Park group reformed and we were able to involve them in the consultation process. This is having a positive impact on the project and the future of Noel Park in general. Groundwork will be able to work with the FoG when developing the funding strategy and making applications.

Better Haringey Stream Board

(5) IMPROVING GREEN & OPEN SPACES CONT.

- *Paignton Park* - The FoG and LBH have approved the 21k package of 'quick wins' tenders are due back from contractors on Monday 26th Feb 07, we aim to have contractors begin work as early as possible in March 07. The masterplan consultation is now well underway and is expected to be complete by 8th March.
- *Belmont Park* - Initial consultation with local residents and stakeholders suggests there is overwhelming support for the closure of part of Hawke Park Road and that there are no major services issues anticipated. Thus the project can proceed to the design stage.

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

Resources / Timescales –

The Gap Analysis to assess gaps in meeting 'Parkforce' pledge and identify potential additional resources, agencies, and efficiencies continues, via a consultation with the friends forum. The deadline for responses has been extended to encourage further responses. Additionally, best practice and benchmarking with other local authorities regarding their 'Parkforce' provision approach is to be completed.

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: ongoing programme of work

Current End Date: ongoing programme of work

Theme Budget: £435k

Spend to date: £242.5k
Forecast spend: £428k

MANAGEMENT SUMMARY

Climate Change Action Plan & Projects

- All milestones (end of December) have been met.
- 'Safer Strong Communities Funded project budget has been revised to £158k, whilst Neighbourhood
- Renewal Funding spend remains as £55k.

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 further communications in design stages.
- Promotional materials and new service leaflets are being developed including a new comprehensive service leaflet to promote the mixed-recycling collection and four letters to households regarding recycling services. Materials to promote recycling in schools being purchased in the final 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. 4,000 households with a doorstep commingled service, and a further 1500 households with near entry recycling bring banks.
- Roll-out of new services began in November and was completed in December.

SECTION 5 – HOUSING STREAM BOARD

Housing Improvement Partnership Board

(1) REPAIRS PROCUREMENT							PROJECT DESCRIPTION/OBJECTIVES					
							<ul style="list-style-type: none">To achieve the procurement of a value for money responsive repairs and maintenance service for Haringey's tenants and leaseholders.Test the R+M market in order to identify providers of the service best able to deliver a fit for purpose solution for both the council and its housing clients.High level objectives for this project are to:<ul style="list-style-type: none">establish and confirm resources to oversee development of service specification, appointment of external resources and the procurement processdevelop and implement a housing repairs procurement strategy that adopts modern procurement practices that aim to secure value for money and efficiencies.					
							Original End Date: Apr-07 End date last month: Apr-07		Current End Date: May-07		Project Budget: £100,000	
Month	This	Last	Status	Timescale	Budget	Resources	Issues	Risks	MANAGEMENT SUMMARY			
	G	G	G	G	G	G	G	G	Progress <ul style="list-style-type: none">Tender documents issued ahead of schedule, bidders conference held (AM of 1 March). Timescales <ul style="list-style-type: none">Tender return due 27 March, also see updated programme that reflects early despatch of tenders. Issues and Risks <ul style="list-style-type: none">Accord staff TUPE to be resolved in the event of out-sourcing.Decision on vehicle use to be taken prior to award of contract following evaluation of variant bids. Budget <ul style="list-style-type: none">The budget is currently within target, although there has been an increase in the amount of legal advice taken from Trowers which will be funded from Decent Homes legal budget under spend.			
Project Sponsor: Bob Watts Project Manager: Martin Hctor Ridge and Partners												

Housing Improvement Partnership Board

(2) ADAPTATIONS PROJECT (PHASE II)

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: Apr 08
End date last month: Apr 08

Current End Date: Apr 08

Project Budget: £3, 653k
(PHASE 1)

Spend to date: £2,628k
Forecast spend: £3,253k

MANAGEMENT SUMMARY

Risks

- There is a risk that the excellent performance (see below) in regards to waiting times for delivery will not be sustained in the next financial year due to lack of funding.

The Council Executive has recommended the following levels of funding for 2007/08:

- **Public Sector** - Homes for Haringey will receive £1,000,000. Combined with an approximate under spend from 2006/07 of £400,000 this will give a **budget of £1,400,000**. There is an outstanding commitment of 128 assessed cases which are with surveyors and not yet passed to contractors. It is expected that a further 58 cases will be assessed and passed to surveyors before the end of March 2007. This gives a total commitment of 186 cases with a potential value of £1,209,000. Therefore, next year's allocation is already spent as the balance will be consumed by minor adaptations.
- New presenting clients will have to be dealt with via a priority system. Priority 1 & 2 (higher priority) cases will only be undertaken within 2007/08 within performance timescales if we continue to hold back on delivering 'Priority 3' cases which are presently with surveyors (estimated potential spend of £689k).
- **Private Sector** – if the Council agrees to top-up the 40% required the budget available for 2007/08 will be **£921,000**. If £400,000 is deducted for both carry over commitment and capitalised salaries to fund the team, it leaves an available £521,000. This will allow 'Priority 1' cases to be undertaken and a limited number of waiting list cases. The waiting list will continue to grow despite the introduction of bath lifts to create additional funding.

Project Sponsor:
Mary Hennigan

Project Manager:
Gary Jefferson

Housing Improvement Partnership Board

(2) ADAPTATIONS PROJECT (PHASE II)

Budget / Resources

Performance

The development of an end-to-end adaptations process has enabled a vast improvement in outcomes for vulnerable people and within the public sector we have now completely eliminated waiting lists and people are assessed as soon as they present themselves. Further excellent performance is demonstrated in the following performance indicators:

- **PAF D54** During reporting period 10, we delivered almost 94% of community equipment within 7 days of initial contact with the client (In line with the performance assessment framework developed by our external assessors CSCI; this performance places us in the top performance banding).
- **PAF D55 (Part 1)** During reporting period 10, we provided over 98% of contact assessments within 48 hours from the initial contact (this performance places us in the top performance banding) helping us to provide initial assessments for over 400 older people since April 2006.
- **PAF D55 (Part 2)** During reporting period 10, we undertook over 75% of assessments of clients needs within 28 days and this equates to over 470 completed assessments for older people since April 2006. Performance has been steadily improving during 2006/07 and our target is over 90% within the coming months.
- **PAF D56** During reporting period 10, we provided over 93% of care packages recommending services required within 28 days of the completion of the assessment (this performance places us in the top performance banding) helping us to provide over 250 care packages for older people since April 2006.

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: N/A

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

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

Project Sponsor:
Jackie Thomas

Project Manager:
George Georgiou

Management Summary

- Customer satisfaction data suggests that 78% of new tenants felt that their property met the Letting Standard.
- The turnaround time for February decreased slightly to 33.17 days from 33.29 days in January. This decrease due to improved letting and repairs performance.
- The year to date turnaround time decreased from 39.33 as at the end of January to 37.04 days as the end of February against the 27 day target.
- All ready for let dates for lettings made in February have been checked for accuracy and where appropriate have been corrected on OHMS.
- The number of ready for let voids awaiting letting has remained static around the 74 mark – i.e. 14 Supported Housing, 43 General Needs and 17 Hostels.
- Excellent progress has been made on further reducing the total number of current voids held to 164 voids – this equates to a significant reduction of 122 voids since June 06.
- Excellent progress has also been made on reducing the total number of voids at the repair stage to 95 from a high of 173 in June.
- The percentage of offers accepted (excluding Sheltered Housing) for February 07 (91.67%) was the best monthly performance to date.

Housing Improvement Partnership Board

(4) EMPTY PROPERTY PROJECT cont

Letting Performance

A new Crystal report was written to measure the time taken from the date the property is ready for let (RFL) to the tenancy commencement date (TCD). The following issues have been highlighted.

Time taken to let VUNS (extensive works voids)

- The void target of 27 days was set on the assumption that all VUNs (extensive works voids) would be pre-allocated and therefore the turnaround time, which only starts from the RFL date, should only be the time from RFL to Tenancy Commencement Date (TCD) – 7 days maximum. The less time taken letting VUNs would offset VAV performance giving us the 27 day average. In February it took on average 23.55 days from Ready for Let (RFL) to Tenancy Commencement Date (TCD) - excluding sheltered housing. We need to explore why this is.

Time taken to let VAVs (minor works voids).

- 11 calendar days are allowed for letting and sign up post RFL (16 days for carrying out inspections and repairs). The two processes should run concurrently. RFL to TCD took an average of 22.25 days in February (excluding sheltered housing).
- We are currently doing an exercise to track a number of voids through the cycle so that we can establish where the delays are and what further improvements to processes can be made. There is no significant difference between RFL date and TCD dates whether the sign up is undertaken by tenancy management (Homes for Haringey) or the lettings team.

Delays between sign up and TCD

- We have examined 44 lets in January (excluding sheltered housing) 20 were direct offers and 24 were offers made through Home Connections (Homes for Haringey do the sign ups for the latter).
- For the Home Connections offers where the sign ups were carried out by HfH – 5 were let outside of the next available Monday rule. For the direct offers where the lettings team carry out the sign ups – 12 were let outside of the next available Monday rule. Letting outside of this rule adds at least a week to the overall turnaround time.

Multiple offers

- In January 8 of the properties let through Home Connections had more than one offer (they were put through the cycle more than once before letting).
- For the direct lets - 4 had more than one offer: this constitutes 27% of all lets in January.

Housing Improvement Partnership Board

(4) EMPTY PROPERTY PROJECT cont

This is clearly a much better position than we were in but is still nearly a third of all property on offer. Further analysis of this area is needed. We are particularly concerned about multiple offers on property that are in the Home Connections process.

The voids throughput from 1 February to 5 March was:

- 63 new voids received
- 47 passed as ready for let
- 61 lettings

The Lettings Teams have improved upon the number of lettings made from the previous month and are keeping up with the February ready for let throughput.

Building Services performance

- Significant progress has been made on reducing the average number of days that voids requiring average works (VAVs) are turned around by Building Services (22.15 calendar days year to date and 15.11 calendar days for February against the 16 day target).

Status of Void	Number of Voids
With Building Services undergoing average/extensive repair	90
With the Structures Team undergoing structural repair	5
Ready for let and awaiting letting	57
Squatted (includes one void that is also a disposal)	5
With property services awaiting disposal	6
Awaiting decision on recommendation to dispose	1
TOTAL VOIDS	164

Housing Improvement Partnership Board

(4) EMPTY PROPERTY PROJECT cont

Plan for continued improvement.

- An urgent examination of the reasons for the delays in letting VAVs and arrangements for the pre-allocation of VUNs needs to be carried out. Homes for Haringey will be examining the entire process in detail against a sample of voids let in February to see what further improvements can be made to the entire process. This information will be included in next month's highlight report.
- We will be closely monitoring the impact of the reduced use of external contractors to carry out repairs until the end of the financial year.
- The signing up of all new tenants who are allocated their property through Home Connections was transferred to housing management in December. Direct let tenancy sign ups have remained with the lettings team. Since the transfer of this function we have developed the process so that all new tenants are interviewed by an income collection officer and housing benefit forms are completed at the same time. We wish to do this for all new tenants at the earliest opportunity.
- We will continue to closely monitor the performance of the Voids Repairs Team and the Lettings Teams as well as the impact of Home Connections.
- Fortnightly meetings of the Voids Improvement Group will continue to year end and both the Void Repairs Manager and Lettings Manager will ensure that their respective teams keep up with the voids throughput and expedite the repair and letting.
- Monthly area meetings between the Voids Repairs Team, Lettings and Tenancy Management will also continue – these meetings aim to improve communication between teams and resolve issues with a view to expediting the repair and letting of all voids.

Housing Improvement Partnership Board

(4) LETTINGS AND ALLOCATIONS PROJECT

PROJECT DESCRIPTION/OBJECTIVES

- Confirm improvements in service delivery and lettings performance delivered by Home Connections by creating and implementing a Performance Management Framework by 31.3.07.
- Extend possible participation in a choice based lettings service to all sections of the community by the inclusion of all available Older Persons Service properties into Choice Based Letting by 12.12.07.
- Identification of the advocacy and support needs of vulnerable clients and the provision of appropriate support by the development of a programme of training for support providers and Housing Service staff for delivery by 30.7.07.
- Complete all activity in the post re-registration action plan, including visiting all TA dwellers who failed to return the re-registration form, and implementing appropriate action. An initial programme of occupancy checks for TA dwellers to take place from 16.02.07 to 31.03.07 then to be reviewed and outstanding re-registration issues re-planned within 2 weeks.
- To review and, if necessary, revise the Lettings Policy and Pointing Scheme to ensure delivery of the Allocation Quota by 31.03.08.

Orig End Date: Dec-07

Current End Date: Dec-07

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

MANAGEMENT SUMMARY

- Phase 2 project brief has been agreed by HIPB and PID has been drafted.
- Senior Management Team has reviewed the first diversity monitoring report and is satisfied that the content will be sufficient to inform management decisions. The data will be reported to SMT monthly.
- It has been agreed that Older People Service lettings will transfer to Housing Services on 1st April 2007. Lettings of OPS property via Home Connections will be complete by December.
- Report detailing outcomes of the consultation on the lettings policy has been completed. Communications group are meeting weekly to plan and execute feedback to stakeholders and participants.

Project Sponsor:
Denise Gandy

Project Manager:
Emily Northeast

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

SECTION 6 – PEOPLE STREAM BOARD

People Stream Board							
(1) EQUAL PAY REVIEW		Project Description/Objectives To implement a new pay and conditions package that takes account of equal value considerations and meets the 2004 National Local Government Services pay deal for single status harmonisation of manual and officer conditions. To this end the pay and conditions package will deliver the following: <ul style="list-style-type: none"> • A new pay and grading structure with simplified grades and progression criteria • One job evaluation scheme to be used for all staff within a specified pay range • Pay protection arrangements • A set of premium rates to be applied to employees required to work 					
		Original End Date: 31-03-07		Current End Date: May 2008		Project Budget: £100,000	
		Revised End date: 31-03-07				Spend to date: None Forecast Spend: £100,000	
Month This	Month Last	Status	Time scale	Budget	Resources	Issues	Risks
G	G	A	G	G	G	A	
MANAGEMENT SUMMARY <ul style="list-style-type: none"> • The national pay agreement 2004 for Local Government Service workers ensures that Local Pay Reviews must be completed and implemented by 31 March 2007. The national agreement also specifies that management and trade unions should enter into negotiations, with a view to reaching an agreement on new local pay structures and systems. • A Pay and Conditions Proposal has been drafted to address the above. This outlines proposed changes to the pay structure, the job evaluation process, allowance proposals and suggested changes to other employee benefits. The above proposal has been shared with the Project Board and Trade Union Representatives. • Following the initial meeting to discuss the proposal with Trade Union Representatives negotiations 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. • 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. 							
Project Sponsor: Tim Dauncey Project Manager: Steve Davies							

People Stream Board							
(2) INVESTORS IN PEOPLE							
Project Description/Objectives <ul style="list-style-type: none"> This project covers the activities to achieve success in the post recognition review for Investors in People Standard by November 2007 and retain liP status. 							
Original End Date: Apr-07 End date last month: Jan-08				Current End Date: Jan 08		Project Budget: £11,000	
						Spend to date: £1500 Forecast Spend: £11,000	
Month This	Month Last	Status	Time scale	Budget	Resour ces	Issues	Risks
G	G	G	G	G	G	G	A
Project Sponsor: Philippa Morris Project Manager: Karen Rowing				MANAGEMENT SUMMARY Progress OD&L consultants and Personnel managers have attended DMTs throughout Feb/March to discuss People Plans. There have been a number of facilitated Business and People Planning sessions. These sessions have gone well, managers have been able to identify objectives that are both realistic and aligned to the new corporate priorities. The Amber risk will be mitigated by OD & L support, particularly through the People Planning process. Budget Assessor costs will be carried forward into 07/08 budget as re-recognition will now take place in Oct – Dec 2007. Consultant allocation also carried over due to ‘Impact’ work.			

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: 31-07-07

Project Budget: £18,000

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

MANAGEMENT SUMMARY

Progress

- Results from the first Stress Indicator exercise with staff at Learning Disabilities, Unit 5, St Georges Industrial Estate have now been obtained. The findings have been discussed with the relevant service manager, who will take back an agreed action plan. The process will be repeated in ~ 9-12 months to assess the effectiveness of the measures taken.
- It has been agreed that a report will be presented to April People Stream Board comprising the new draft stress policy and roll out proposals, in advance of submission to CEMB in May
- Concerns about lack of progress on rolling out the health and safety e-learning software were raised at February People Stream Board. Asst Chief Executive People, Organisation & Development is discussing methods of improving accessibility with the Head of Organisational Development & Learning.
- Key seminar dates for presenting significant legislative changes to construction client responsibilities to all Council commissioning officers are now agreed as 7th and 27th March. The seminars will comprise 6 - ninety minute sessions over the 2 days .
- A draft revised accident reporting form has now been produced for discussion via the Accident reporting Working Group. The Group will submit their comments on the form by 15th March.

Project Sponsor:
Stuart Young

Project Manager:
Dave Cope

People Stream Board

(3) CORPORATE HEALTH & SAFETY ACTION PLAN CONT

- Further consultations phases will then take place involving the Insurance Department, Trade Unions and Corporate Health and Safety Committee. The Corporate Accident Reporting Guidance is also under current review and feedback from working group members will be submitted by 31st March.

Timescale

Timescale targets which are currently not being achieved in relation to the roll-out of the e-learning software package will be discussed between the Assistant Chief Executive, (People and OD) and the Head of Organisational Development and Learning. A new communications plan will be drawn up to raise awareness – the Council has use of the software for one year only (until December 2007) and we would like all staff who use computer workstations to undertake the e-learning.

Issues

Improvements to roll-out plans for the e-learning software are under discussion.

People Stream Board

(4) COMPETENCY FRAMEWORK IMPLEMENTATION

Project Description/Objectives

The aim of this project is to implement the new competency framework in April 2007 by embedding it into the following processes:

- Performance Appraisal
- Core Learning Programme

This includes developing the detailed behaviours that underpin our new framework.

The framework should be suitable for inclusion in recruitment and selection processes.

The delivery of the Core Learning Programme will not be managed within this project, but remains a key dependency.

Original End Date: 30-04-07

Current End Date: 31-05-07

Original Budget: £17,370

Spend to date: £11,120

End date last month: 30-04-07

Revised Budget: £24, 075

Forecast Spend: £22,855

MANAGEMENT SUMMARY

Following submission to SMT & CEMB the Competency Framework has now been signed off.

- SMT recommended that the Customer Focus competency should be essential to employees and the Managing People competency essential to all managers. This was not carried forward by CEMB and we will retain the guidance that the employee objectives should inform competency selection.
- CEMB has also asked that we revisit the diagram, as the current gave undue emphasis to Integrity. This has now been redesigned and submitted for printing.
- Launch of the Competency Framework & new Performance Appraisal runs mid-March to end of April, this includes cascade training / managers briefing sessions; 25 volunteers will be briefed 05 March.
- The project team and OD consultants will run skills workshops / master classes over the same period.
- OD&L will run the first redesigned Performance Appraisal course mid-March. This is the standard course on offer as part of our core learning programme.
- The e-learning tool, used as a supplementary learning tool, is planned for the beginning of April.
- Updates to Harinet are underway to coincide with the launch dates.
- A newsletter explaining the imminent changes is planned for circulation with the next edition of Smart Talk. A copy of the newsletter with a small amount of posters will go to selected sites, including those that don't currently receive Smart Talk. This is supported by an article in Team Brief.

Project Sponsor:
Philippa Morris

Project Manager:
Christel Kirk

SECTION 7 – VALUE FOR MONEY STREAM BOARD

Value for Money Stream Board										
(1) ASSETS STRATEGY							PROJECT DESCRIPTION / OBJECTIVES			
							To ensure development and implementation of the corporate Asset Management Plan and the effective provision and utilisation of assets to support the Council's overall objectives.			
							Specific project objectives are to:- <ul style="list-style-type: none">Introduce a single framework for the corporate management of property which will increase the efficiency and effectiveness of building management.Rationalise the accommodation portfolio and provide office space which is suited to modern ways of working.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	
Month	Status This Month	Status Last Month	Time scale	Budget	Resour ces	Issues	Risks	CORPORATE MANAGEMENT OF PROPERTY		
	A	A	A	G	G	G	G	The CMP Project is on course to go live on 2 nd April 2007, encompassing a further 60 buildings. Extensive change management has ensured that all relevant parties have been kept informed and involved during the project.		
<div>Project Sponsor: Tim Dauncey</div> <div>Project Manager: Dinesh Kotecha</div>							The following key activities have taken place in this reporting period:			
							<u>Maintenance contracts</u> <ul style="list-style-type: none">Tenders invited for reactive maintenance term contracts in respect of building fabric and M&E works. Interviews have been completed and the award of contract is scheduled for 13/3/07 Procurement Committee.Consultants are developing a schedule/specification for the planned maintenance contract.The project team met with HfH this month to finalise costings and proposals for delivery of a term contract over the next 12 months.			
							<u>Recruitment</u> <p>Two Facilities Managers (FMs) have now been appointed. The FMs' priorities in the lead up to go-live will be dealing with backlog of maintenance and compliance issues, working with client departments.</p>			

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Value for Money Stream Board

(1) ASSETS STRATEGY CONT.

ACCOMMODATION STRATEGY

Stage 1

Refurbishment of Alexandra House is continuing to timescale. Four floors (3,4, 6 and 7) have now been completed and work has started on Level 2.

Re-location of Homes for Haringey staff to 48 Station Road (to enable co-location with the Customer Service Centre) will take place over the next reporting period.

Options continue to be investigated for re-location of staff and voluntary sector groups to enable the vacation of the Town Halls and Civic Centre according to both the original accommodation plan and development timescales.

Accommodation Strategy 2007-12

Following the presentation to CEMB and EAB in early January, work is continuing on scoping longer term strategy and developing a Business Case.

PORTFOLIO REVIEWS - COMMUNITY BUILDINGS

Community Buildings In accordance with the approach agreed by Executive, an action plan has been drawn up. Reports will be prepared on particular issues for consideration by the Member review group which has been established.

Commercial Interviews with prospective consultants (for undertaking an assessment of the portfolio) are being carried out. Options for funding are being considered.

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.

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

Current End Date: Apr-2009

Project Budget: N/A. Savings target revised to £1.8m for 06/07. £0.8m forecast to be achieved by end of current year. Approval has been given to re-phase remaining £1m across 07/08 & 08/09.

MANAGEMENT SUMMARY

Savings Target

The savings target for the next two years has now been rescheduled and the targets are now as follows:

£1mil	2006-07
£500,000	2007-08
£500,000	2008-09

The corporate savings accruing from the resource centre is now on target for this year.

Transport Services

Tenders have now been evaluated and the February procurement committee agreed the recommendations put forward for award of contract. The agreed recommendations will show a saving of £300,000 per annum. The market testing of the in house service now needs to be added to the PPB work programme. An update paper to be presented to April PPB.

Project Sponsor:
Gerald Almeroth

Project Manager:
Michael Wood

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

Value for Money Stream Board

(2) PROCUREMENT PROGRAMME CONT.

Learning & Development

Further investigation into the Training spend has shown that £4.5m of the identified £6m would not be within the scope of the Learning and Development project. This £4.5m is made up as follows:

£2.8 million is for private sector care/housing provision

£1.3 million is for voluntary sector care/housing provision

£391k is for salaries for family support workers

£152k is for client contribution – care package

This will need to further explored with Social Services to identify what aspects of social welfare this covers and evaluate any efficiencies that can be made from the is spend. This will reduce the £300k saving originally identified against this project.

Print & Design

Spend Analysis is on-going and liaison with Business Units is underway. Early estimations are of a 10-15% efficiency saving. A meeting is being set up this month between Communications and the Acting Director of Finance to fully explore this project. An update to be reported to the April Procurement Project Board.

Property services.

A meeting to be undertaken during March between property services and the Acting Director of Finance to scope the work of this project.

Energy.

A contract with OGC Buying Solutions has now commenced and will take approximately 3 months to complete the transition from the old contract. Although this contract will generate saving, they are not able to be counted towards the councils cashable savings target.

Value for Money Stream Board

(3) 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.

Project Board of 5.03.2007 received a draft report and made the decision not to provide a report to VFM Stream Board until work has been completed in relation to unit costs, assessment of the impact of future developments and the associated review of service provision/structure. It is anticipated that the project Board will approve a final report at the end of May 2007. This approach will allow for additional attempts to be made to gain useful benchmarking information. The Project Board has agreed a revised project plan to take the review to completion.

Project Sponsor:
Paul Ellicott

Project Manager:
Jaine Le Cornu

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

Value for Money Stream Board

(3) BENEFITS AND LOCAL TAXATION VFM REVIEW CONT.

Key Activities:

- The key activities undertaken during the period have been to bring together a draft report, document where additional research/analysis is needed and revise the project plan.

Timescales / Issues:

- Timescales have slipped due to the difficulty in receiving meaningful information from other local authorities. There are ongoing attempts to get more useful information and the review completion date has been extended to April 07 to address this. Alternative service models are also being considered with external resources elements.

Value for Money Stream Board

(4) 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.

Original End Date:

Current End Date: June 2007

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

Spend to date: £200.059k
Forecast spend: £114k

CMS (Phase 1 Technical Impl'n)

CMS – Phase 1

The single sign on issue was resolved on the 9th February, this then enabled us to move forward with end to end testing through the system

End to end testing was carried out in client 310 where initially we experienced some minor issues which Logica were able to apply fixes to. The system was moved to production on the 19th February where light testing was carried out one issue was found but a work around has been put in place as an interim solution, the issue has been raised with SAP. Logica will provide updates on the final solution

The system was released to the council on the 20th February 2007, with communications going out to all SAP / SRM users.

UAT has been signed off.

Project Sponsor:

Tim Dauncey

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	G

Value for Money Stream Board

(4) TRANSACTIONAL EFFICIENCY CONT.

CMS (Phase 2 Business Implementation)

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

Transactional Efficiency

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

CMS Phase 2

The pilot tender for the security contract was set up in the Contract management system on the 22nd February and the tender bid published. Bidders are being set up on the system daily the response from suppliers has been surprisingly high. Daily monitoring of how the system is working and uptake from suppliers is being carried out.

Pilot Training dates have been set up; however these may have to move by a week due to resources issues.

Training dates and training location have been provisionally booked. 140 Potential users of the system have been identified to date. Training will commence from the 19th March 2007.

Phase two Project Team meeting has been arranged to assign roles and responsibilities and to enable the team to familiarise themselves with the CMS system and all the functionalities.

Short listing for the Contract Management Officer post has been completed and dates for interviews have been booked.

Population of the contract management system will be rolled out dept by dept following training.

Transactional Efficiency

This project has been placed on hold until further notice.

Value for Money Stream Board

(4) TRANSACTIONAL EFFICIENCY CONT.

Strategic Projects

We are currently in discussions with SAP regarding a Enterprise License offer that will provide access to all SAP applications(excluding Social Care) for 4, 500 PC based employees.

As part of the investigation for the Enterprise License we are developing the business case for Employee Self Service/Managers Self Service (ESS/MSS) and Project Systems/Investment Management (PM/IM) to assess whether there is a business case for implementing this as a corporate system.

These solutions will help improve the quality of services across the council by providing cost effective and efficient services.

ESS/MSS will empower employees and management to become self-sufficient, where they are enabled to carry out transactions and business processes for themselves, avoiding reliance on support staff. Managers will have the information they need to perform budget and staffing tasks, quickly and efficiently.

PS/IM is designed to ensure good financial management and planning for major projects. One of the key driver is the Mitigating Risk of project overspend, by providing better transparency and tightening financial control on programme/project.

SECTION 8 – CUSTOMER FOCUS STREAM BOARD

Customer Focus Stream Board

(1) 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 and all of these have been successful to date.
- In consultation with colleagues, draft proposals to roll the scheme out corporately have been developed. Key colleagues and C F Stream Board have been consulted; report to be submitted to the Executive in March.

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. A review meeting for coaches was held on 8th Jan. Assessors (3) have been identified and training arranged for March / April.
- 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

(1) CUSTOMER FOCUS PROJECTS CONT.

Customer Focus Network

- This too was formally launched on 25th September. Membership has been expanded to include those involved in the ICS Awards pilot.
- 5th edition of the newsletter just 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 – took place on 8th December. The output has been circulated to the CFN for comment before presentation to the CF Stream Board. The first task group – to review the existing Customer Charter – took place on 8th December. The output has been circulated to the CFN for comment before presentation to the CF Streamboard.

Amber risks

No change.

- Engaging the organisation in a 'soft' corporate project such as this will always be difficult. The active interest and support of the Customer Focus Stream Board has been sought and there have been discussions at both CEMB and SMT to help address this.

Customer Focus Stream Board

(2) CUSTOMER SERVICES IMPROVEMENT PLAN

PROJECT DESCRIPTION/OBJECTIVES

To improve Customer Services in the areas of:

- Real-time Management
- Our Staff, Our Strength
- **Sharing Ownership of Problems and Solutions**

Original End Date: Jan '08

End date last month: Jan '08

Current End Date: Jan '08

Project Budget: Not applicable

MANAGEMENT SUMMARY

This project was established to improve Customer Services in the areas of:

- Real-time Management
- Our Staff, Our Strength
- Sharing Ownership of Problems and Solutions

Real-time Management

- A workshop to raise awareness and identify data requirements has been held to implement the workforce management system.
- A site visit to Birmingham has been undertaken to extract knowledge of the workforce implementation system.
- The recruitment of additional staff has been initiated.

Our staff, Our strength

- The location to work survey has been initiated.
- The Ben Brown feedback sessions have been initiated.
- The Benefits and Local Taxation refresher courses have been completed.

Sharing Ownership of Problems and Solutions

- Frontline staff are now attending partnership meeting

Project Sponsor:
Tim Dauncey

Project Manager:
Paul Ellicott

Report title: **The Council's Performance – February 2007**

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 February 2007 using the balanced scorecard format.

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

2.1 I am pleased to report the sixth month with a broadly balanced revenue budget.

2.2 This positive trend of stability must continue as we approach year end and into the future as we have to work within a tight budget for the foreseeable future.

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

2.3 Members of the Executive will be pleased to note that 72% of indicators are achieving or close to achieving target. 72.5% of indicators have maintained or improved performance compared to last year.

2.4 The report covers the resident's survey in the customer focus measures, it is extremely important that we listen to our resident's views.

2.5 The over all performance data is positive but we need to focus efforts on areas such as improving street cleanliness and continuing the work on Customer Services.

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 February 2007 in the balanced scorecard format.

4.2 In summary the balanced scorecard shows that for the excellent service perspective 72% of indicators are on target or close to the end of year target at the end of February. For 24 of the 36 (67%) customer focus measures, including the latest resident's survey results, performance targets are being met or close to being met. For financial health 25 of the 34 measures traffic lighted achieved amber or green status meaning for 73% 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 14 of the 17 (82%) measures, performance is at or close to expected levels.

4.3 Overall 72% of indicators are achieving or close to achieving target. In addition 72.5% of indicators have maintained or improved performance since the end of last year.

4.4 The scorecard appendix also includes 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 February position, the revenue budget shows a balanced position net of carry forward requests of £1.1m. As part of this month's budget monitoring exercise draft carry forward proposals for capital and revenue have been submitted by services. Final carry forward proposals will be reported as part of the outturn report to Executive on 19 June 2007 and these will need to be considered in light of the Council's overall financial 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 February position, the general fund revenue budget shows a projected underspend of £1.1m and draft carry forward requests of £1.1m, giving a balanced position overall.

The aggregate capital projected position in 2006/07 is currently projected to under spend by £6.2m. Requests have been made to date to carry forward £3.4m of this sum.

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

Equalities is a central thread throughout the council's performance and performance updates on key equalities indicators are reported quarterly in this report.

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 February 2007. It is based on the financial monitoring reports prepared for the budget management meetings held on 22 and 28 March for period 11 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 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 57% of indicators are shown as Green, 15% Amber and 28% Red, with 52 out of 72 showing an improvement or maintained performance compared with 2005/06 outturns.

8.2 Children and Young People

8.2.1 Based on the February position the children and young people's budget (excluding Asylum) is anticipated to underspend by £0.3m at the year end compared to £0.1m projected in January. Currently Asylum that relates to Children and Adults is projected to overspend by £0.9m.

8.2.2 As reported in January two key non-schools budgets funded by the Dedicated Schools Grant (DSG) are projected to underspend by £1.3m. This is principally made up of £0.7m to support the Every Child Matters agenda that is expected to be unspent at the year end £0.5m being set up costs for the Sixth Form Centre. Any balance of DSG funding is required to be carried forward under legislation and will be needed to meet future commitments.

8.2.3 The asylum position shows an overspend of £0.9m in net terms and relates to both children and adults. The forecast overspend is higher than that reported in January. The position reported last month included the issue of challenge by the Home Office regarding the status of minors, with particular regard to whether or not they were, according to their evidence, 'unaccompanied'. It is intended to counter challenge the assertion with a view to minimising the impact of the potential reduction in grant payments to the Authority.

8.2.4 Overall, the capital budget is currently projected to spend within the agreed budget level, taking account of additional income streams. Overspends within

the programme are currently being offset by underspends. However, additionally there remains some uncertainty around the funding of the Children's Centres Phase I project capital overspend of £0.9M brought forward from 2005/6. This will need to be finally resolved before closure of accounts but may need to be met from the forecast 2006/7 non-DSG funded underspend. It is planned that the overall Children and Young People's Service Capital Programme for 2006/07 will be balanced at the year-end.

- 8.2.5 All of 85 statements of special educational need, excluding exceptions, issued in the year to February were prepared in the 18 week timescale. When exceptions are included, February's performance whilst still short of target improved with 3 of the 4 statements issued in time. 85 out of 106 (80.2%) statements have been issued within 18 weeks in the year so far, now short of the 85% target. The service are investigating the reasons attached to the cases where the deadline was missed and are meeting with the PCT to discuss any that might be due to late medical advice/ reports.
- 8.2.6 As at February 11.7% of 16-18 year olds who were not in Education, Employment or Training (NEETs), the lowest proportion since May '06 and exceeding our 13% target for only the third time this year. This target has been included as a stretch target in our Local Area Agreement with an aim to reduce NEETs to 10.4% by 2009/10.
- 8.2.7 11% of our looked after children had three or more placements as at February '07. Excellent performance has been sustained in this area with current performance exceeding our 13% target as well as placing us inside the best performance banding.
- 8.2.8 All reviews of child protection cases in the year so far have been reviewed when due with all 14 cases reviewed in February carried out in timescale (BV162).
- 8.2.9 There was one adoption in February (BV163) bringing the total to seventeen in the year to date. The service still expects to achieve 22 adoptions and/or special guardianship orders by year end.
- 8.2.10 New statutory timescales for Children's and NHS complaints have been introduced from 1st September '06 which has reduced the stage 1 timescale to 10 days with a possible extension to 20 days. Performance improved in February with 2 of the 3 (33%) complaints closed in time. In the year to February 64% of Children's Act complaints (stage 1) cases have been 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. More relevant benchmarks and comparators will be developed for 2007/08.

8.3 Environment Services

- 8.3.1 The projection based on the February position is an underspend of £0.4m and this has increased from £0.2m reported last month. The additional underspend is partly due to additional project management fee income exceeding the budget as a result of additional capital allocations in year mainly from TfL.
- 8.3.2 Capital is currently projected to spend £1.7m below budget. This underspend is largely due to the Parking Plan CPZ schemes (£0.5m) where the majority of parking plan and pay and display projects have been re-phased due to additional consultation earlier in the year, Lordship Recreation ground (£0.4m) where the initial funding application to Heritage Lottery Fund needs to be resubmitted early in the new financial year with more detailed stakeholder consultation, delays in tendering and contract award for the CCTV Control Room (£0.4m) and on Leisure Centre renewals (£0.3m); some works delayed pending agreement of the final account for year one construction and refurbishment works.
- 8.3.3 The projected parking income recovery target for the year is 61%. Based upon performance to end of February the target is being slightly exceeded at 62%.
- 8.3.4 The annual projected cost of household waste collection per tonne is now £68 compared to the target of £72 for 2006/07. The reduction is due to higher weight of household waste being collected and additional income from recycling credits resulting in a projected underspend on this budget.

Performance highlights and issues in Environment are:

- 8.3.4 24.6% of household waste was recycled or composted in February '07, the highest recycling rate to date. This month's strong performance is partly attributable to the low tonnage of household waste collected this month (BV84) which impacts positively on the recycling rate. The new Estates Recycling Scheme introduced in November has also had a positive impact on the recycling rate. The year to date position at 22.5% exceeds our 22% target for 2006/07.
- 8.3.5 The waste tonnage collected for February reduced compared to recent months with 367 Kg of household waste collected per head. February is a shorter month with fewer waste collections hence the lower unadjusted tonnage collected. Performance remains within the upper quartile in London although slightly short of the challenging target set for 2006/07.
- 8.3.6 Recent results on street and environmental cleanliness have been disappointing with the first and second phase results from Capital Standards showing that over 40% of our roads had unacceptable levels of litter and detritus against a target of 25% for 2006/07. As part of the improvement plan, Encams have been commissioned to do additional monitoring and we begun our own in-house monitoring from October '06. Performance assessed by in-house monitoring was worse in February than it was in January and this was due to the high 'detritus' element of the scores achieved. February's survey was conducted in the target wards due to be surveyed in the next official tranche covering April to July as an advance assessment. The survey information will be used to programme the work of the Clean Teams ready for the official April to July tranche survey. Accord have also introduced a new

monitoring and management scheme on 20th February in response to client pressure to improve removal of detritus through regular sweeping operations. Performance is expected to improve as a result of these actions. In addition agreement with Accord for a new BV199a contractual target is expected to be reached very shortly.

- 8.3.7 In February 33 out of 37 minor planning applications (89%) 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 Performance on planning application appeals that have been allowed against the authority's decision to refuse permission has improved in recent months but increased to 40% in February with 4 out of 10 cases allowed. Three of these related to householder development and one to minor residential. Our performance in the year so far at 37% remains outside our 30% target for 2006/07 but above the lower threshold of 37.5% for CPA.
- 8.3.9 The number of seasonally adjusted visits to our sports and leisure centres at 1.16 million continues to be above the target of 1.08 million. February's performance was strong with the monthly and year to date performance up 7% with 1.05 million actual visits to date.
- 8.3.10 The parks cleanliness index of 87.7 in February illustrates that a litter free standard is being maintained in our parks. ENCAMS based monitoring of recreation areas has been piloted and will form a basis for new a new litter and detritus cleanliness indicator for 07/08.
- 8.3.11 The average number of days to repair streetlights increased to 2.35 days in February but remains inside our 3.5 day target. Performance in the year to date at 1.9 days puts us on track to exceed the target for 2006/07.
- 8.3.12 Faults relating to power supply handled by our District Network Operator (DNO) - currently EDF –in February increased to an average of 15 days to repair the fault. The year to date position has also increased to just over 15 days but remains inside the 20 day target.
- 8.3.13 There were 110 people killed or seriously injured (KSI) in the period January to November '06, 5 of these in November. The monthly accident statistics are higher than in 2005. KSI numbers in the 11 months to November scaled up for the year at 119 is just below the target level for the calendar year 2006 and if we have no more than 14 casualties in the remaining month, we will still achieve the target set for 2006.
- 8.3.14 The number of people slightly injured decreased to 75 in November and 766 in the period January to November. Here again, we have seen an increase on last years numbers although the trend compared with the 1994-8 average is improving (827 compared with 1010).

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 current position is a projected underspend against the revised budget of £0.1m which is a small improvement on last month.

8.4.2 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.

8.4.3 Social Services capital programme is projected to be £0.4m below budget in this financial year. This is due to an under spend on Aids & Adaptations (£0.4m).

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

- Our performance on acceptable waiting times for care packages shows that 95.5% of clients received all services in their care package in 4 weeks or less from completion of their assessment. This is excellent performance on this key threshold indicator, exceeds our 87% target and moves us into the top performance banding.
- 88% of items of equipment were delivered in 7 working days in the year to February, just at the target level. (*BV56/PAF D54*). Although this level of performance puts us in the top performance banding this is a key threshold measure and a number of our comparator boroughs are performing in the high nineties. It is hoped that the recent good progress made in this area can be sustained so that the target for the year will be exceeded.
- 135 adults and older people per 100,000 population have received a direct payment in the year to February. 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 level set for 2006/07. The target set was ambitious with an aim of moving us into the best performance banding but although there are a number of service users going onto direct payments and an improvement on the current position is expected, it is unlikely that the target will be achieved. (*BV201/ PAF C51*)
- In the year to February there were 80 admissions, when scaled up per 10,000 population of older people, to residential / nursing care (*PAF C72*), a slight improvement in relation to recent months. A low figure is good for this indicator and we have been experiencing an increasing trend in admissions since April. An audit of the data that feeds into this indicator has found that some transfers or temporary admissions have been counted inadvertently. The service is looking at all the information to ensure an accurate reflection of performance. Our performance remains within the top performance banding despite being outside our target of 70.
- Performance on handling NHS and Community Care Act complaints at stage 1 decreased to 25% with 1 of the 4 complaints responded to within timescale in February. Performance in the year to date at 72% remains slightly short of the 80% target but is a slight improvement on performance achieved in 2005/06.

- 8.4.5 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 February The average of the above 2 elements is 70.41% close to our target of 71%.

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 9.5% as at February '07 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. A progress update on these figures has been requested but we know that when these are included our figure for this indicator increases and is closer to the target. The service believe that their 12% target is attainable.

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

- 57.45% of adults and older clients were recorded as having received a review in the year to February '07 against a target of 65%. A number of new clients have been put on the system automatically generating an increase in the numbers of clients needing a review. The service is trying to match every new client with the completion of a review to sustain the current level of performance. In addition service areas have been asked to increase reviews in the last month to push up the performance level. The aim is to move up from band two to band three and do this performance needs to exceed 60%.

- 8.4.6 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 in line with the revised medium term financial strategy agreed at Council in February, which is an overspend of approximately £0.5m.
- 8.4.7 On HRA capital it is expected that this will spend to target, although spend to date is slower than profile, the three major works schemes are now well underway.

Performance issues in Housing are as follows:

- 8.4.8 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.
- 8.4.9 For families residing in shared facility Hostels (BV183b) the average length of stay in the year to February is 61 weeks against a target of 35 weeks. The mid-year change in definition includes Hostel provision prior to April '04 and means Haringey's performance for 2006/07 is poor. Haringey has not placed any families into this form of accommodation since 2006 and is currently looking at options for the future use of hostel accommodation.
- 8.4.10 The cost per nightly rated accommodation at £41.28 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 £887.5 against a target of £842. The service acknowledge that targets set for 06/07 were challenging and coupled with rising rents have had a negative impact on performance.
- 8.4.11 The average re-let time of local authority dwellings remained at 33 days in February short of the 27 day target but sustaining the improved level of performance. The year to date position remains at 39 days above the target set for 2006/07.

Rent Collection

- 8.4.12 Rent collected as at February (BV66a) improved and is projected at 96.63% 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.
- 8.4.13 The percentage of tenants with more than seven weeks rent arrears decreased to 15.57% in February remaining short of our target of 10% for 2006/07. These cases are being targeted to ensure housing benefit take-up is maximised and that all appropriate arrears recovery actions are being taken. Cases are being closely monitored by managers and new management information reports being developed to help this process.
- 8.4.14 The proportion of local authority homes which were non 'decent' as at February '07 was 43% against a target of 42%.

Repairs

- 8.4.15 In February performance improved again to 99.54%% of responsive repair appointments made and kept exceeding the 99% target. The year to date position at 92.88% remains short of the 99% target.
- 8.4.16 The average time to complete non-urgent responsive repairs was 11.75 days in February and performance in the year so far at 11.83 days remains inside our 14 day target.

- 8.4.17 The percentage of urgent repairs completed within Government time limits improved to 94.35% in February with a year to date position of 93.63% against a 97% target.

8.5 Finance

- 8.5.1 As previously reported the revenue budget has some pressures and variations totalling £0.1m that the directorate expect to contain within the approved budget. The main budget pressure is in Property Services and this has reduced to £90k this month. The Finance Service as a whole is projected to be on budget as management action is being taken as previously reported.
- 8.5.2 The capital budget is still projected to spend £0.1m below budget.

Council Tax and Business Rates

- 8.5.3 92.24% of Council tax was collected in February, lower than anticipated but with the overall collection rate still higher compared to this stage last year. The year to date position is now almost at the target level with 93.67% of council tax collected in the year so far indicating that the 2006/07 target is likely to be achieved.
- 8.5.4 The collection of business rates saw a further drop in the collection rate in February to 90.21% but the position in the year so far is only slightly short of the target. This performance still places us amongst the best authorities in London. (BV10)

Invoice payments (BV8)

- 8.5.5 The level of performance improved in February with 89% of invoices paid in 30 days. Whilst still short of the 92% target performance the year to date is now 86.6%. This is being monitored carefully with services to further improve performance.

Benefits

- 8.5.6 The average number of days to process a benefit claim improved significantly to 28 days in February well inside the 36 day target. This is the fifth month in succession where the target has been bettered. Performance in the year so far at 40 days, is now just 4 days short of the target.

8.6 Chief Executive's

- 8.6.1 The revenue budget is projected to underspend by £1m mainly due to vacant posts in Organisational Development (£0.4m) as previously reported and IT (£0.4m) with one-off savings from use of existing equipment stocks.
- 8.6.2 The overall capital budget is projected to under spend by £4m against revised budget. £0.4m is due to difficulties in progressing the re-wiring of the Hornsey Library and working up solutions that work within the listed building status; £0.6m of re-profiled delivery and spend within IT largely relate to re-phased projects on transactional efficiencies in SAP, mobile working and corporate GIS.
- 8.6.3 The projected full year variance on the Neighbourhood Management capital schemes of £3m is due to delays for various reasons in progressing some

projects within the UCCG programme, although the majority of these projects are now underway. Discussions are ongoing with external funding bodies to carry forward £1.8m of funding to next year. The remainder is Council funding which will be requested as a carry forward.

- 8.6.4 Visits to our libraries in February reduced in line with the usual seasonal dip. The number of visits in the year to February equate to just over 9.5 visits per head of population and continue to exceed target. The cost per visit/interaction to our libraries in the year to date is projected at £2.33 inside the target of £2.40.
- 8.6.5 There were 198 domestic burglaries in February which seasonally adjusted and scaled to an annual equivalent is significantly above the target. Burglaries in the year to date (2,508) when seasonally adjusted and scaled to an annual equivalent equate to 2,759 places us just outside the target of 2,711 for 06/07 whilst still representing a reduction on the previous year's performance.

9 Customer Focus

- 9.1 The February balanced scorecard shows 67% of customer focus indicators on or near target. In addition to performance on handling complaints and Member's enquiries, call centre performance and responding to freedom of information requests, this section includes some key perception measures from the Better Haringey survey and the annual resident's survey.
- 9.2 Performance on complaints handling in timescale increased to above the target level in February with 128 of the 154 (83%) complaints at stage 1 (local resolution) responded to within the 10 working day timescale. For the more complex service investigation (stage 2), performance also improved to 90% in February, with 18 out of 20 complaints resolved within the 25 working day timescale. The year to date position of 76% remains short of the 80% target.
- 9.3 In February 4 of the 5 stage 3 (independent review) complaints closed were completed within the 20 working day timescale. Performance in the year to date continues to exceed the 90% target with 41 out of 45 complaints received completed on time.
- 9.4 Of Members' enquiries cases closed in February 244 (86%) were handled within 10 working days, an improvement in performance but still short of the 90% target. Performance in the year to date is 84% with 2722 out of the 3240 cases closed dealt with inside the 10 day timescale.
- 9.5 Freedom of Information (Fol) performance in February increased to 86% exceeding the 70% target for the fifth time this year. 69% of Freedom of Information (Fol) requests have been actioned within the 20 day timescale in the year to February, just short of the 2006/07 target.
- 9.6 76% of Council wide telephone calls were answered within 15 seconds in February, just short of the 77% target.
- 9.7 Customer Services performance in February was similar to that of January. In February 35% of Call Centre calls were answered within 15 seconds, against a

70% target. The average queuing time was one minute 21 seconds. Customer Services are looking the whole issue of indicators and targets in line with the recommendations made in the Varney Review.

10 Organisational Development/ Capacity

- 10.1 The majority of measures in the Organisational Development arm of the balanced scorecard are staff survey results. The next survey will not be held for at least another twelve months. Progress on activity which contributes to improved results in this area is provided at regular intervals. As at February the balanced scorecard shows 82% of organisational development indicators on or near target.

Sickness

- 10.2 The average number of working days lost to sickness per full time equivalent employee reduced to 7.62 days in February. Performance in the year to February at 9.31 days remains above our 8.8 day target. Sickness absence is being regularly monitored and reported with action being taken to address areas where sickness levels exceed the corporate target.

11 Performance Summary

- 11.1 In summary the balanced scorecard shows that for service delivery 72% of indicators are on target or close to the end of year target as at the end of February. For 24 of the 36 (67%) customer focus measures, performance targets are being met or close to being met. For financial health 25 of the 34 traffic lighted measures achieved green or amber status, meaning for 73% 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 14 of the 17 (82.4%) measures, performance is meeting or close to expectation. Overall 72% of indicators are achieving or close to achieving target. In addition 72.5% 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 February position, shows a forecast balanced position net of carry forward requests to date.
- 12.2 The aggregate revenue projected position in 2006/07 is as shown in the following table.

General Fund revenue	Approved Budget	Projected variation	Carry forward requests
	£m	£m	£m
Children and Young People	215.6	(0.3)	0
Asylum Seekers	0.3	0.9	0
Social Services	57.6	(0.1)	0.1
Housing	(3.2)	(0.2)	0.2
Environment	51.8	(0.4)	0.2
Finance	9.8	0	0
Chief Executive's	26.2	(1.0)	0.6
Non-service revenue	8.4	0	0
Total	366.5	(1.1)	1.1

- 12.3 As part of this month's budget monitoring exercise draft carry forward proposals for capital and revenue have been submitted by services. Final carry forward proposals will be reported as part of the outturn report to Executive on 19 June 2007 and these will need to be considered in light of the Council's overall financial position.

- 12.4 At a previous meeting, the 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 was delayed in being approved and therefore the ability to fund this one-off cost in full this year will need to be reviewed as part of the closing process.
- 12.5 In relation to the HRA, the net current revenue projection is an overspend of £0.5m in line with the revised budget agreed by Council in February 2007.

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 gross of carry forward requests	Carry forward requests
	£m	£m	£m	£m
Children and Young People	50.5	42.1	0	0
Social Services	6.2	3.4	(0.4)	0.4
Housing – General Fund	3.2	2.0	0	0
Housing – HRA	18.2	13.1	0	0
Environment	17.5	10.1	(1.7)	1.7
Finance	3.9	3.4	(0.1)	0
Chief Executive's	12.9	6.6	(4.0)	1.3
Total	112.4	80.7	(6.2)	3.4

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
11	Environment	Cap	291		Bus stop accessibility scheme to be funded from TFL income
11	Environment	Cap	(200)		Slippage on agreeing a land transfer agreement funded from grant
11	Environment	Cap	30		Schools programme – cycling links – Crowland School funded by National Cycling Network grant
11	Environment	Cap	16		Section 278 funding for works at junction of Queens Street and a new road called Academia Way.
11	Social Services	Rev*	330		Alternative capital funding source identified for the refurbishment of Social Services homes.
11	Social Services	Cap*	(760)		Re-phasing of E-Care project.
11	Social Services	Cap*	(1,000)		Re-phasing of Osborne Grove Older People's Services project.

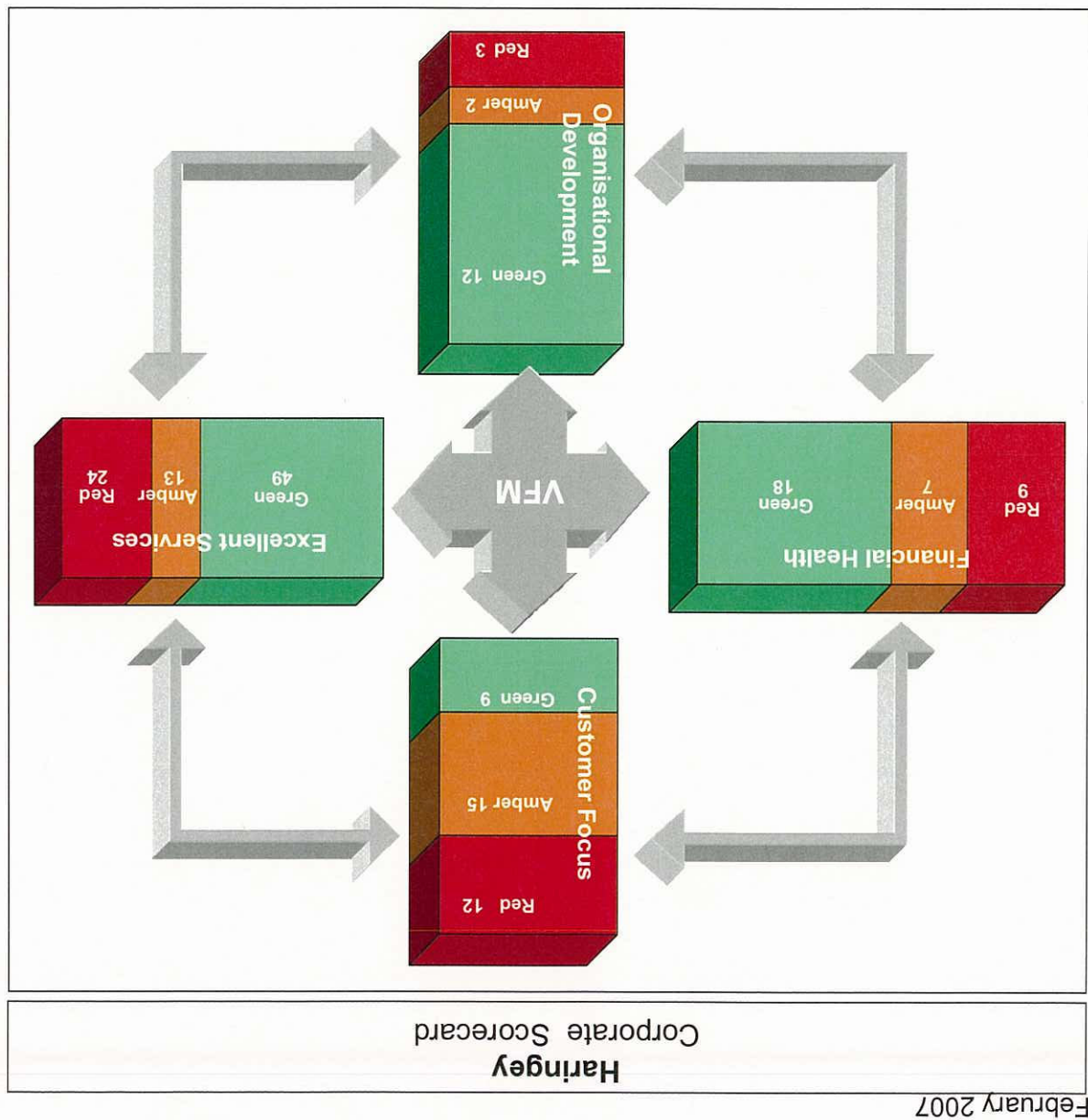
15. Recommendations













15.1 To note the report.





15.2 To agree the virements set out in section 15.

16. Use of Appendices

Appendix i. February balanced scorecard and performance summary



Monthly Performance Review - 2006/07																	February 2007					
Key:	 Same as last year										 Better than last year					 Worse than last year						
	 Performance missing target										 Performance close to target					 Performance on target						
Person	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	Womanly Perf. Req. to hit target				
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 Top Quartile 100%	Maintain Performance		
		3 cases in February and 85 in Apr-Feb																100.0%	99%			
		100%	100%	100.0%	100.0%	100.0%	100.0%	100.0%	100%	100%	100%	100.00%	100%		Green	Green						
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 Top Quartile 95.4	Unlikely to hit target		
		3 out of 4 on time in February and 85 out of 106 in April to February																80.2%	85%			
		85%	94.1%	77.8%	92.9%	100.0%	87.5%	69.2%	88%	80%	67%	25.00%	75%		Red	Red						
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 Excellent performance sustained in this area in the year to date.																	Top Band 0<16%	Maintain Performance		
		13%																11.0%	13%			
		10.5%	11.1%	11.6%	11.6%	12.1%	10.8%	11.70%	11.50%	11.50%	10.00%	11%			Green							
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) 413 Actual Needs																	National Target 11%			
		14.8%																13.0%	12.9%			
		10.3%	10.6%	16.9%	15.7%	16.7%	15.9%	13.9%	12.3%	12.2%	13.0%	11.7%			Green							
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 in On track to achieving target at year end.																	Top Band 60%+	Unlikely to hit target		
		68%																67%				
		25.0%	62.5%	83.3%	63.6%	62.5%	75.0%	75%	54%	50%	33%	50%			Red	Amber	70%					
Excellent services	BV 162 C20	Reviews of child protection cases: The % of child protection cases which should have been reviewed during the year that were reviewed CPA Key Threshold																	Top Band 100%	Maintain Performance		
		Excellent performance sustained in this area in the year to date. Of the 14 cases reviewed in February, all were reviewed in timescale																100%				
		99%	100.0%	100.0%	100.0%	100%	100.0%	100.0%	100%	100%	100%	100%	100%		Green	Green	100%					

Pers ectiv e	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	Monthly Perf. Req. to hit target		
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>															Top Band 8<23%			
		This is a cumulative indicator and we are on track to achieving the target of 22 at year end. Note that this indicator now includes special guardianship orders.																		
		6%	0.0%	3 adoptions 0.9%	0.0%	2 adoptions 0.6%	0.0%	1 adoption 0.3%	0%	4 adoptions 1.2%	5 adoptions 1.5%	1 adoption 0.3%	1 adoption 0.3%		Amber	17 adoptions 5.00%	7%	Maintain performance		
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 Performance has improved in February and has met the 06/07 target.															96%	96%	Maintain Performance	
		92%	87.0%	89.0%	92.0%	95%	89.4%	94.0%	99.3%	88.40%	87%	93%	96%		Green					
		Children's act complaints - Stage 1 responded to in 10 day timescale *Target up to September 06 was 80% in 14 days. with 12 out 18 (67%) responses sent on time. Of the 30 replies sent since 1st September, most of which fall under the new timescales, 18(62%) were on time.																64% on time	80% for 10 days 90% for 20 days	Unlikely to hit target
Customer Focus	Local	*69% *67% *67% *67% *0% *86% 71% 83% 0% 80% 20% 67%																Red	40% for 25 days 90% for 65 days	100%
		Children's act complaints - Stage 2 responded to in 25 day timescale Target up to September 06 was 40% in 28 days																		
		No stage 2 children's act complaints replies sent since August. Only 2 in the year to February.																		
Customer Focus		8%	None	None	None	0%	0%	None	None	None	None	None	None		Red			Unlikely to hit target		
		Cost of service per child (Play)																		
			3,341	3,806	4,197	5,012	3,463	3,483	3,564	3,582	3,631	3,702	3,844		Red	2,763	Unlikely to hit target			
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	15,296	15,235	15,704		Red		Unlikely to hit target			
		Cost of service per looked after child																		
Financial Health	Unit Cost		£931	£883	£899	£905	£920	£894	£873	£874	£882	£887	£887	£876		Green	£908	Maintain Performance		
		Cost of service per looked after child																		

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	Monthly Perf. Req. to hit target
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. One case received and processed within time in February, 12 out of 16 on time YTD (Apr-Feb). Performance ahead of Government target, and improving, although the small number of applications received can distort the overall figures if time frames are missed.</i>																
		86.05%	50%	no cases	50%	100%	0.00%	no cases	no cases	75%	100%	100%	100%		Green	Red	2005/06 Top Quartile 75%	100%
Excellent services	BV 109b	% of minor applications determined in 8 weeks (Gov't target 65%) <i>CPA Key Threshold</i>																
		33 cases done on time out of 37 in Feb, and 431 out of 488 in Apr-Feb.																
Excellent services	BV 109c	% of other applications determined in 8 weeks (Gov't target 80%) <i>CPA Key Threshold</i>																
		81.52%	89.5%	93.8%	93.1%	87%	80.0%	82.9%	84%	93%	93%	87.50%	89%		Green	Green	2005/06 Top Quartile 83%	Maintain Performance
Excellent services	BV 204	% planning application appeals allowed against the authority's decision to refuse. 93 cases done on time out of 106 in February, and 1221 out of 1346 in Apr-Feb - beating Government target.																
		91.6%	98%	90.6%	92.7%	86%	79.6%	94.5%	88%	91%	98%	97.44%	85%		Red	Amber	2005/06 Top Quartile 97%	Unlikely to hit target
Excellent services	BV 215a	Average days to repair street lighting faults (except faults relating to power supply - see below) 4 out of 10 appeals upheld in February, 50 out of 135 appeals upheld YTD (Apr-Feb). concerned at our performance level. The service has completed a detailed analysis of the appeal decisions allowed over the last couple of years and is in the process of finalising actions aimed at reducing the overall level of appeals upheld.																
		32%	43.8%	44.4%	38.9%	60%	66.7%	30.0%	41.7%	13%	33%	23.53%	40%		Red	Red	2005/06 Top Quartile 25%	Unlikely to hit target
Excellent services	BV 215b	Average days to repair street lighting faults (except faults relating to power supply - see below) The performance contract continues to deliver an excellent level of achievement. The increase this month was caused by a late delivery of lamps. It is anticipated that the year end target will be met.																
		1.92	2.08	1.68	1.91	2.96	1.40	1.89	1.59	1.53	2.32	1.39	2.35		Green	Green	2005/06 Top Quartile 3.4	Maintain Performance
Excellent services	BV 218a	% of reports of abandoned vehicles investigated within 24 hrs of notification EDF has resourced us with a repair crew that are responding quickly to our fault problems and regularly achieving the target each month. Despite an increase this month we are still delivering on target and expect to deliver year end target.																
		21.96	9.75	2.13	3.73	48.71	4.00	15.54	18.95	18.50	7.45	8.60	15.17		Green	Green	2005/06 Top Quartile 14	Maintain Performance
Excellent services	BV 218a	% of reports of abandoned vehicles investigated within 24 hrs of notification Excellent performance. The level of achievement each month remains exceptionally good and it is expected that the annual target will be met.																
		96.0%	94.2%	100.0%	97.9%	99.6%	100.0%	99.6%	99.3%	100.0%	99.4%	97.4%	94.3%		Green	Green	2005/06 Top Quartile 96.6%	Maintain Performance

Personnel	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	Monthly Perf. Req. to hit target
Excellent services	BV 218b	% of abandoned vehicles removed within 24 hrs (from when the LA is legally entitled to remove them)													<div>➡</div>	Top Quartile 95%	Maintain Performance	
	The level of actual performance achieved each month continues to be very good. It is expected that the year end target will be met.																	
	93%	92.6%	96.8%	100.0%	98%	100.0%	100.0%	98%	100%	100%	100.00%	98.21%						
	% of household waste which has been recycled or composted CPA Key Threshold. Latest figures tend to be low as information is often not fully up-to-date at reporting time.													<div>➡</div>	2005/06 Est. Top Qrtle Lon collect only 27%			
Excellent services	BV 82ai+bi	February's was the highest recycling/composting rate to date in Haringey and the year-to-date performance is above the 2006/07 target of 22%. There was a low tonnage of household waste (see BV84 below) which positively impacts on the recycling rate, whilst the tonnage of recyclables remained high. The new Estates Recycling Scheme introduced in November also has a positive impact on the recycling rate.													22.53%		Maintain Performance	
	19.23%	21.3%	22.7%	22.8%	21.1%	22.4%	23.0%	22.6%	23.3%	22.0%	22.0%	24.63%						
	Kg of household waste collected per head (seasonally adjusted annual equivalent - actual in brackets) Amber is awarded if performance is top quartile (London 2005/06 est.). CPA upper threshold is 355													<div>➡</div>	2005/06 Top Qrtle Lon collect only 378			
	Household waste tonnage was lower this month which positively impacts on the performance for this target. February is a shorter month with fewer waste collections - hence the lower unadjusted performance this month.													367 (actual 28)				
Excellent services	BV 84a														<div>➡</div>	355	Unlikely to hit Target	
	359.16 (actual: 30)	407 (actual: 35)	411 (actual: 34)	376 (actual: 32)	363 (actual: 31)	372 (actual: 31)	357 (actual 30)	367 (actual 30)	309 (actual 26)	391 (actual 33)	367 (actual 28)							
	Number of casualties - People killed or seriously injured (KSI). Seasonally adjusted annual equivalent. Figures here (actuals in brackets) are the latest available from TfL. Trend arrow is from 1994-8 average (161). November figures were excellent. We were on course to meet our 06/07 target.													<div>➡</div>				
	2005	Jan	Feb	Mar	Apr	May	Jun	July	August	September	October	November		119 (110)	124 in 2006			
Excellent services	BV 99a	94	70 (6)	143 (11)	139 (12)	114 (9)	159 (14)	155 (13)	161 (16)	89 (7)	79 (6)	130 (11)	57 (5)		<div>➡</div>			
	Number of casualties - People slightly injured. Seasonally adjusted annual equivalent (actual) 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 figures from February to October have been re-stated by TfL. The performance in November was average for the year to-date. It is expected that the actual performance target for 2006-07 was met. (Any fewer than 79 in December would be less than target.)													<div>➡</div>				
	2005	Jan	Feb	Mar	Apr	May	June	July	August	September	October	November		770 (646)	849 in 2006			
	712 (60)	697 (52)	674 (47)	544 (69)	874 (91)	918 (83)	887 (88)	695 (55)	947 (72)	994 (84)	860 (75)		<div>➡</div>					
Excellent services	Was BV 88	Number waste collections missed per 100,000 household waste collections (from Accord)													<div>➡</div>	2,537	Impossible to hit target due to Strike	
	129.41	113.4	121.1	124.0	126.8	21,759.0	128.0	124.0	128.0	124.0	118.0	5037		2000/01 Top Quartile 28				
														<div>➡</div>				
														<div>➡</div>				

Persp	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	Monthly Perf. Req. to hit target
Excellent services	CPA E32	Trading standards visits to high risk premises. No done / no due															CPA Upper Threshold 100%	Maintain Performance
		We are behind with February's High Risk premises because of problems getting access, but we expect to have them all inspected by the end of the financial year															114%	
		100%	100% (2 visits)	100% (5 visits)	67% (8 over 12)	367% (11 over 3)	none done or due	100.0%	74%	100%	100%	100.00%	50%			Green	75%	
		Pollution Control - % of improvements carried out of those due Calculated as 100% minus % of those due not carried out.															2005/06 Top Qrtle 100	
Excellent services	BV217	No improvements have been done as there are no outstanding improvements required in respect of our EPA permitted processes.															100%	Maintain Performance
		100%	100%	100%	100%	100%	100.0%	100.0%	100%	100%	100%	100.00%	100%		Green	Green	99%	
		Debt recovery – parking income recovery target (%)																
Financial Health	Local	The projected annual recovery rate for parking income continues at the improved level of 62% compared to budget target of 61%. This improvement will off set part of the projected income shortfall for parking.																Maintain Performance
		61%	61%	61%	61%	61%	61%	61%	61%	61%	62%	62%	62%		Green		61%	
		Projected waste collection costs per tonne																
Financial Health	Unit Cost	The reduction in cost per tonne from the budget target of £72 to current projection of £68 is due to a combination of projected increase in weight of household waste collected and income from recycling credits exceeding the budget and resulting in a projected underspend.																Maintain Performance
		£72	£73	£73	£72	£72	£70	£70	£70	£68	£68	£68			Green		£72	
		Projected net cost of service per parking ticket issued																
Financial Health	Unit Cost	Projected net cost of PCN issue to the end of year remains at -£13.40.																Maintain Performance
		£	-£13.40	-£13.40	-£13.40	-£13.40	-£13.40	-£13.40	-£13.40	-£13.40	-£13.40	-£13.40	-£13.40		Green		-£13.40	
		The % of responsive (but not emergency) repairs during the year, for which the authority both made and kept an appointment.																
Excellent services	Ex. BV 185 HfH	91%	91.9%	94.51%	91.4%	95.98%	96.1%	97.7%	92.3%	82.4%	93.5%	98.9%	99.54%		Green	Red	99%	Unlikely to hit target
		Average relet times for local authority dwellings let in the financial year (calendar days)																
		Similar to Ex BV 68																
Excellent services	BV212 LHO 4 HfH	29.00	33.63	38.04	46.58	90.71	70.51	48.20	30.99	27.33	33.25	33.29	33.17		Red	Red	27	Unlikely to hit target


Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	Monthly Perf. Req. to hit target
Financial Health	BV 66a	Local authority rent collection and arrears: proportion of rent collected Year to date only. Bottom quartile 05/06 London (est.) 96.1%. The figures provided by HfH are a forecast.															2005/06 Top Quartile 98.6%	Unlikely to hit target
	HfH	97.37%	93.5%	96.0%	95.8%	95.15%	95.6%	95.44%	95.90%	96.24%	96.53%	96.12%	96.63%		Amber		97.5%	
Financial Health	BV 66b	Percentage of tenants with more than seven weeks rent arrears Year to date only.															2005/06 Top Quartile 4%	Unlikely to hit target
	HfH	13.1%	13.6%	14.2%	14.49%	14.51%	15.1%	15.51%	15.35%	15.46%	15.59%	16.14%	15.57%		Red		10.0%	Unlikely to hit target
Financial Health	(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																Maintain Performance
Excellent services	(BV 72) LHO 5 HfH	13.98	17.71	16.86	11.87	12.63	12.43	14.08	12.83	13.83	10.79	11.83	11.75		Green		14	
Excellent services	BV 184a 2007/8 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 There has been a good improvement in the last quarter, this will continue due to new initiatives in TASK and Optime 98%															97%	Unlikely to hit target
		44.7%	44.5%	44.4%	44.5%	44.5%	44.5%	44.0%			44%	43%	43%		Amber		42%	39%
Excellent services	Unit Cost HSG HS5a	Cost per Private Sector Lease £872.65 £852.43 £862.57 £866.91 £866.91 £873.01 £877.63 £880.92 £883.47 £886.02 £887.53															£ 887.53	
Financial Health	Unit Cost HSG HS5b	Cost per Nightly Rated Accommodation £40.77 £40.71 £40.91 £40.93 £41.10 £41.23 £41.29 £41.35 £41.31 £41.27 £41.28															£ 41.28	
Financial Health	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 Top Quartile 77	
Excellent services		414	48 (4)	132 (11)	156 (13)	36 (3)	204 (17)	108 (9)	12 (1)	108 (9)	96 (8)	96 (8)	72 (6)		Red	Amber	100	#VALUE!

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	Monthly Perf. Req. to hit target
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 Top Quartile 1	Maintain Performance
		0	0	0	0	0	0	0	0	0	0	0	0	0	Green	Green	1	
Excellent services	BV 183b HSG	The average length of stay (weeks) in hostel accommodation of households which include dependent children or a <i>This indicator does not exclude pre 2004 cases as previously reported. National top quartile performance includes LAs with no hostels or homelessness problem. Nil = no eligible households left hostels in the period</i>														→	2005/06 Top Quartile 0	
		67.41	Nil	108.62	Nil	61.8	40.33	77	43	41	Nil	Nil	Nil	61.58	Red	Red	35	Unlikely to hit target
Excellent services	based on BV 213 HSG	Approaches from households who considered themselves as homeless to the local housing authority's housing advice service <i>where advice/intervention resolved their situation. Annual equivalent (actuals in brackets)</i>														→	2005/06 Est. Top Quartile Eqv. To 485	Unlikely to hit target
		383	264 (22)	324 (27)	156 (13)	828 (69)	444 (37)	72 (6)	324 (27)	288 (24)	504 (42)	468 (39)	144 (12)		Red	Red	400	
Excellent services	BV 199a	Local street and environment cleanliness (litter) <i>* In house monitoring scores</i>														→	2005/06 Top Quartile 8.8%	Unlikely to hit target
		Performance assessed by in-house monitoring was lower in February than it was in January. This was due to the high 'detritus' element of the scores achieved. February's survey was conducted in the target wards due to be surveyed in the next official tranche covering April to July as an advance assessment. The survey information will be used to programme the work of the Clean Teams ready for the official April to July tranche survey. Accord introduced a new monitoring and management scheme on 20th February in response to client pressure to improve removal of detritus through regular sweeping operations, as well as through the Clean Teams. Performance is expected to improve as a result of these actions. Agreement with Accord for a new BVPI 199a contractual target is expected to be reached very shortly.														41%		
Excellent services	BV 199b	Local street and environment cleanliness (Grafitti) <i>* In house monitoring scores</i>														→	2005/06 Top Quartile 1%	Maintain Performance
		37%				41.0%			30%*	32%*	35%*	36%*	38%*		Red	Red	25%	Unlikely to hit target
Excellent services	BV 199c	Local street and environment cleanliness (Fly - posting) <i>* In house monitoring scores</i>														→	2005/06 Top Quartile 0%	Maintain Performance
		4%				4.0%			7%*	12%*	7%*	7%*	6%*		Green	Green	3%	

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	Monthly Perf. Req. to hit target		
Social Services Monthly indicators																				
Excellent services	BV 54 C32 Soc	Older people helped to live at home per 1000 population aged 65 or over																↓	Top Band 100+	2.2 more per 1000 each month
		156	156	156	155	133	113	99.86	97	97.6	98	92.51	87.91			88	Red	121		
		Adult and older clients receiving a review as a percentage of those receiving a service This is a joint (older people and adults) indicator.																↓	Top Band 60<90	
Excellent services	BV 55 D40 Soc																	57%		Unlikely to hit target
		42%	43.0%	42.0%	40.0%	47.6%	51.4%	54.4%	54%	58%	59%	59.46%	57%		Red	Red	65%			
		% of items of equipment & adaptations delivered within 7 working days CPA Key Threshold																↑	Top Band 85	
Excellent services	BV 56 D54 Soc	86%	85.0%	91.7%	96.2%	89%	87%	74.6%	88%	91.6%	93%	81.60%			Red	Amber	87.70%	88%		
		% of people receiving a statement of their needs and how they will be met. Joint Indicator for Adults & Older People - Deleted as BVPI from 05/06																↑	Top Band 100	89.5%
Excellent services	BV 58 D39 Soc	70%	64.0%	64.0%	64.0%	79%	76.0%	80.0%	80%	79.3%	83%	84.37%	85%			Green	84%	Maintain Performance		
		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 CPA Key Threshold. This PI is based on acceptable waiting times for assessment for new older clients (65+).																↓	Top Band 90<100	
Excellent services	BV 195 D55 Soc																	70.4%		74.0%
		59%	58%	53%	47.6%	47.8%	49.8%	48.8%	52.5%	51.4%	52.6%	N/A			Amber	71%				
		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 CPA Key Threshold. This PI is based on acceptable waiting times for care packages for new older clients (65+).																↑	Top Band 90<100	
Excellent services	BV 196 D56 Soc	80%	78.9%	71.1%	78.4%	82.6%	80.9%	84.6%	86%	90.4%	87.6%	N/A	94.5%		Green	94.0%	87%	10.0%		
		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 CPA Key Threshold (using 2004 mid year estimate population of 21,000). Good performance is low. Top banding is <90.																↓	Top Band <90	
Excellent services	Pat C72 Soc	69	34.3	37.0	48.0	63.0	75.4	77.0	78.0	84.3	83.0	82.9	80.0		Amber	80	70	Unlikely to hit target		

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	Monthly Perf. Req. to hit target
Excellent services	Pat C62 Soc	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														<div> <div></div> <div>9.5%</div> </div>	Top Band 12% +	Unlikely to hit target
		5%	5.0%	3.0%	2.5%	2.6%	3.6%	4.0%	5%	4.60%	5%	N/A			Red	<div> <div></div> <div>12%</div> </div>		
Excellent services	BV 201 C51 Soc	Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (age standardised) CPA Key Threshold We have made very good progress on this recently and have a number of clients in the process of going onto Direct Payments. However, this is an extremely ambitious target and we expect to improve on the current position but not to achieve the target.														<div> <div></div> <div>February Target 145</div> </div>	Top Band 150	240.0
		89	122	124	121	118	117	121	123	126	127	132			Red	<div> <div></div> <div>150</div> </div>		
Customer Focus	Local Soc	NHS & Community Care Act Complaints - Stage 1 responded to within 10 days *Target up to September 06 was 80% in 14 days, with 15 of 20 (75%) sent on time One out of four replies sent on time in February														<div> <div></div> <div>72%</div> </div>	80% for 10 days 90% for 20 days	Unlikely to hit target
		71%	*100%	*80%	*66.7%	*80%	*33.3%	*90%	75%	67%	67%	75%	25%		Red	<div> <div></div> <div>20 days</div> </div>		
Customer Focus	Local Soc	NHS & Community Care Act Complaints - Stage 2 responded to within 25 days Target up to September 06 was 50% in 28 days 5 stage 2 complaints have been closed in the year so far and of these none were completed in the 28 day timescale. For 2 of these cases an extension to 90 days was agreed and these 2 cases were completed in that timescale.														<div> <div></div> <div>0%</div> </div>	40% for 25 days 90% for 65 days	0.0%
		0%	None	0%	None	0%	0%	0%	None	0%	None	0%	None	None	Red	<div> <div></div> <div>65 days</div> </div>	Top Band £11<£15	
Financial Health	Unit Cost Pat B17 Soc	Cost of home care per client														<div> <div></div> <div></div> </div>	£15.50	Unlikely to hit target
		£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£18.93	£18.93	£18.93	£18.93		Red	<div> <div></div> <div></div> </div>	£15.50	
Financial Health	Unit Cost Pat B12 Soc	Cost of intensive social care per client														<div> <div></div> <div></div> </div>	Top Band £415<£55	Unlikely to hit target
		£616	£632	£661	£712	£729	£724	£712	£730	£752	£758	N/A			Red	<div> <div></div> <div></div> </div>	£590	
Excellent services	Local Rec	Sports & Leisure usage (seasonally adjusted annual equivalent) Figures seasonally adjusted by Recreation. February's monthly and year to date performance up 7% on target, with 1,054M visits to date (target 985k)														<div> <div></div> <div></div> </div>	1,156,111	Maintain Performance
		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	1,062,897	1,302,977	1,158,539		Green	<div> <div></div> <div></div> </div>	1,083,445	

Perspectives	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	Monthly Perf. Req. to hit target		
Excellent services	Local	Parks cleanliness Index <i>to be phased out as BV199 becomes available more frequently</i>															<div>➡</div>			
	Rec	Improved performance in February at 87.7 and cumulative position up at 85.04, and above target of 80. Encams based monitoring of BV199 (Recreation Areas) has now been piloted for 4 months and will form basis for new litter and detritus indicator for 2007/08															85.04		Maintain Performance	
	was BV 117	The number of physical visits per 1,000 population to public libraries <i>Shown as an annual equivalent.</i>															<div>➡</div>			
Excellent services	LAM	9,850	9,008	10,216	9,340	9,387	9,181	10,057	10,232	10,012	8,140	9,922	9,142		Green	Green	9,513	9,000	Maintain Performance	
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															<div>➡</div>	2005/06 Top Quartile 96.7%		
	BV 9	48,000 invoices p.a. were removed from the payment process when these were transferred over to Hays (for temporary staff) and is partly the cause for reduced performance. These invoices were often paid on-time and thus helped in our performance stats. A note is being issued to all managers and for improvement plans to be in place for 2007/08.															86.6%		Unlikely to hit target	
		89%	88.3%	88.3%	83.3%	83.1%	83.1%	83.08%	87.75%	88.7%	90.5%	90.7%	84.6%	89.0%		Amber	Red	92.0%		
Financial Health	BV 10	The percentage of council taxes due for the financial year which were received in year by the authority.															<div>➡</div>	2005/06 Top Quartile 98.4%		
		Collection was slightly lower than anticipated for February, yet overall collection is higher when compared to this stage last year. YTD is the important figure to measure at this stage which indicates that target will be achieved.															93.67%			
		93.35%	93.67%	92.98%	93.94%	92.80%	93.70%	94.04%	94.03%	94.64%	93.45%	94.92%	92.24%		Amber	Amber	93.75%	94.6%		
Financial Health	PM1	YTD figure indicates that target will be reached for the year.															<div>➡</div>	2005/06 Top Quartile 99.3%		Unlikely to hit target
		98.98%	99.29%	99.40%	99.43%	99.70%	99.90%	99.30%	98.26%	96.95%	97.81%	96.13%	90.21%		Red	Amber	99%			
		Average speed of processing new claims (Standard 36 days) <i>Measured in days</i>															<div>➡</div>			
Excellent services	PM7	Significant performance improvement for February which shows that our improvement plans have taken effect															40		-8	
		41	50	56	49	43	42	42	34	34	30	35	28		Green	Red	36			
		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.															<div>➡</div>			
Financial Health	PM7	A disappointing collection figure for February but performance still very close to target.															56%		Unlikely to hit target	
		54%	66%	51%	58%	49%	N/A	N/A	58%	42%	66%	N/A	33%		Red	Amber	60%			

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	Monthly Perf. Req. to hit target
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.																
		YTD performance has already reached target.														5.00%	2%	Maintain Performance
		4%	2.9%	0.2%	0.3%	0.14%	N/A	N/A	2.14%	3.24%	3.65%	N/A	N/A		Green	Green		
	PM11	What is the percentage of data-matches resolved within 2 months?																
Excellent services		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Green	Green	91%	Maintain Performance
	Fin 1	Overall revenue budget monitoring Net overspend variance under 0.5% green, 0.5% to 1.0% amber, over 1.0% red																
Financial Health		0.4%	0.9%	1.0%	1.26%	1.23%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		Green			
	Fin 2	Overall capital budget monitoring Net overspend variance under 0.5% green, 0.5% to 1.0% amber, over 1.0% red																
Financial Health		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		Green			
	Fin 3	Projected general fund reserves – projected unplanned use of balances Under 20% green, 20% to 40% amber, over 40% red																
Financial Health		12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%		Green			
	Fin 4a	Treasury management- Exposure to Variable Interest rates - Remain within upper limit of 30% = green, between 30% and 50% amber, over 50% red																
Financial Health		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		Green			
	Fin 4b	Treasury management - Authorised Limit for external debt - remain within 95% = green, 95% to 100% = amber, over 100% = red																
Financial Health		91.2%	91.2%	91.2%	91.2%	98.5%	98.5%	98.5%	98.5%	98.5%	98.5%	98.5%	98.5%		Amber			
	Fin 4c	Treasury management - The Council's operational boundary for external debt. - remain within 95% = green, 95% to 100% = amber, over 100% = red																
Financial Health		94.3%	94.3%	94.3%	94.3%	101.8%	99.1%	99.1%	99.1%	99.1%	99.1%	99.1%	99.1%		Amber			

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	Monthly Perf. Req. to hit target				
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> £2.522m short against target, an reduction of £1.1m against P10, Chief Exec £3k over target, Finance & NSR currently £57k short but predicted to hit Y/E target, Childrens £670k short - deductions from schools budgets made but will fall short of Y/E target, Leaseholders £1.0m short down from £1.8m P10 but will be significantly down against target at Y/E, Adults £617k compared to £567k P10 - Y/E position dependant on PCT payment, Environment £184k short at present but write-offs submitted which will bring into line																	Unlikely to hit target			
		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	£10.12m	£9.4m	£8.52m								
		Unit Cost	Cost of office accommodation per sq metre (corporate property)																			
Financial Health		£230.13	£214.91	£214.91	£214.91	£214.91	£214.91	£214.91	£214.91	£214.91	£214.91	£214.91	£214.91	£214.91			Green	£214.91	Maintain Performance			
		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 Top Quartile 8.34	3.19			
		10.37	5.59	8.72	8.65	8.69	7.63	8.09	9.59	9.42	7.01	8.41	7.62		Green	Red				8.80		
		Members' Enquiries: % responded to within 10 working days																				
		284 cases in February, 3,240 in the year to date.																				
Customer Focus	Local	85%	84%	77%	78%	80%	76%	81%	86%	87%	84%	80%	86%		Amber		90%	Unlikely to hit target				
		Local Resolution complaints (stage 1) responded to within 10 working days																				
		*05/06 Threshold was 15 days																				
		154 replies sent in February, 1,738 in the year to date.																				
Customer Focus	Local	80%*	76.0%	77.8%	74.9%	72.4%	71.8%	69.4%	77%	85%	80%	73%	83%		Green	Amber	80%	Unlikely to hit target				
		Service investigation complaints (stage 2) responded to within 25 working days																				
		20 replies sent in February, 256 in the year to date.																				
		74%																				
Customer Focus	LCE1	74%	66.7%	52.9%	77.8%	84%	61.1%	84.0%	97%	77%	81%	62%	90%		Green	Amber	80%	Unlikely to hit target				
		Independent review (stage 3) public complaints responded to within 20 working days																				
		*05/06 Threshold was 25 days																				
		5 replies sent in February, 41 out of 45 on time in the year to date.																				
Customer Focus	Local	94%*	100%	100%	83.3%	100%	100%	100%	None	67%	100%	100%	80%		Amber	Green	90%	Maintain Performance				
		Freedom of information act replies within 20 day time scale																				
		From June, this PI excludes HfH FOI requests																				
		Best month ever, with the YTD now just below target.																				
Customer Focus		65%	66%	59%	54%	66%	71.0%	73.8%	67%	69%	73%	74%	86%		Green	Amber	70%	81.0%				

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	Wor mony Perf. Req. to hit target
Customer Focus	Local	Waiting times - % personal callers to Customer Service Centres (CSC) seen in 15 minutes																Unlikely to hit target
		As part of the CS Improvement Plan, a number of initiatives are being looked at to improve performance.														48.0%		
		63%	41.1%	54.1%	47.8%	49.4%	48.3%	35.1%	41.8%	58.0%	57.9%	49.7%	48.1%		Red	Red	70%	
	Local	Switchboard - Telephone answering in 15 seconds																
		Above target.														95.2%		
		98%	97.9%	96.3%	95.4%	95%	94.3%	93.5%	94.8%	95%	95%	95%	96%		Green	Green	90%	Maintain Performance
	Local	Council Wide Position - Telephone Calls answered within 15 seconds as a % of total calls																
		(total includes those that reached the busy signal and unanswered calls) From June, this excludes HfH telephone performance.														77.3%		
		79.3%	78.7%	79.7%	79.4%	79.2%	77.5%	75.2%	76.2%	76.9%	77.1%	74.6%	75.9%		Amber	Green	77%	Maintain Performance
	Local	Call Centre: Calls answered in 15 Secs as % of calls presented																
		As part of the CS Improvement Plan, a number of initiatives are being looked at to improve performance.														29.9%		Unlikely to hit target
		55%	11.4%	12.7%	33.5%	49.3%	39.0%	22.2%	17.8%	34.4%	43.4%	37.0%	34.6%		Red	Red	70%	
	Local	Call Centre: Calls answered as percentage of all calls presented																
		As part of the CS Improvement Plan, a number of initiatives are being looked at to improve performance.														78.5%		Unlikely to hit target
		86.2%	66.4%	64.8%	83.0%	91.3%	86.3%	76.2%	70.4%	80.2%	84.1%	82.6%	81.8%		Red	Red	90%	
	Local	Call Centre: Average queuing time																
		M/n:Sec																
		As part of the CS Improvement Plan, a number of initiatives are being looked at to improve performance.														01:38		Unlikely to hit target
		00:49	03:14	02:56	01:17	00:43	01:04	01:56	02:26	01:21	01:05	01:13	01:21		Red	Red	00:40	
	Unit Cost	Cost per transaction (customer services)																
		The benchmark is 05/06 out-turn of £4.41.														£4.58		
		£4.41	£4.80	£4.33	£4.08	£4.42	£4.43	£4.37	£4.36	£4.45	£5.90	£4.51	£5.32		Red	Amber	£4.41	2.54
	Unit Cost	Cost per visit/interaction (libraries)																
		The monthly figure we are reporting here is the full year projected cost as included in Budget Monitoring not the YTD actual.																
		£2.34	£2.21	£2.02	£2.44	£2.31	£2.32	£2.31	£2.34	£2.32	£2.30	£2.33	£2.35		Green	Green	£2.40	
	BV 126 (part)	Domestic burglaries, annual equivalent seasonally adjusted to 2005/06 figures. Actuals in brackets																
		2.851	3,352 (241)	2,949 (240)	2,430 (179)	2,436 (176)	1,879 (174)	2,089 (192)	2,707 (245)	2,884 (261)	4,062 (312)	3,548 (290)	2,304 (198)		Green	Amber	2,711	2672

Agenda item: **[No.]**

EXECUTIVE		On 24 th April 2007	
Report Title: Re-organisation of Moselle and William C. Harvey Special Schools			
Forward Plan reference number (if applicable): N/A			
Report of: Sharon Shoesmith – Director, The Children and Young People’s Service			
Wards(s) affected: All		Report for: Key	
<p>1. Purpose</p> <p>1.1 To seek approval to commence statutory consultation on the re-organisation of Moselle and William C Harvey Special schools into one primary and one secondary special school. This will enable the first stage of the Inclusive Learning Campuses to commence.</p>			
<p>2. Introduction by Executive Member</p> <p>2.1 This report seeks approval to start statutory consultation on the first step towards realising our long-term vision of inclusive learning campuses at Woodside High School (bringing together a secondary special school and the mainstream secondary school) and at Broadwater Farm Primary School (bringing together a primary special school and the mainstream primary school).</p>			
<p>3. Recommendations</p> <p>3.1 That a statutory consultation process is started as set out in section 10 of this report for ‘prescribed alterations’ of Moselle and William C Harvey special schools.</p> <p>3.2 That following consultation the Executive Member for Children and Young People, will review the consultation feedback and make a decision on whether statutory notices will be published.</p>			

Report Authorised by: *pp* **Sharon Shoesmith**
Director
The Children and Young People's Service



Contact Officers: **Ian Bailey – Deputy Director**
Business Support and Development
020 8789 2450

Corinne Hilton –
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020 8489 5019

4. Executive Summary

- 4.1 Throughout 2004 and 2005 the Director of the Children and Young People's Service chaired a steering group of special school headteachers, governors, teacher, support staff, union representatives, parents and other stakeholders looking at the future of the two all-age special schools at Broadwater Farm. Informal consultations took place with parents and staff.
- 4.2 The rationale for the need for change was three fold: firstly, both buildings are in poor condition and need substantial attention, secondly, the needs of the children and young people in each school are less differentiated than was the case a decade or more ago before so much inclusion had been achieved and alongside this a greater proportion of children and young people have profound and multiple needs and are best not isolated in a special school only catering for their needs, and thirdly, across the country most special schools have become primary or secondary thereby providing progression for their children and young people.
- 4.3 The steering group reached an agreement that a single secondary and a single primary special school should be established in a secondary and primary mainstream school. The special schools would have their own head and governing body and work in collaboration with the mainstream school governing body. The working group was influenced by the very successful model of inclusion achieved by the Vale Special School included in Northumberland Park Secondary School and Lancasterian and Belmont Primary Schools. The choice of secondary school was very much determined by staying as close to the original schools as possible and ensuring that there was enough space on the site – Woodside High was the early and preferred choice. The primary school was an easier choice as so much inclusion work has been established with Broadwater Farm Primary School. In addition the standards and quality of provision at Broadwater farm has been substantially improved.
- 4.4 Funding for building the secondary Inclusive Learning Campus (ILC) has been secured through the Building Schools for the Future programme. The secondary

ILC project has now reached an advanced stage where building plans are ready to be submitted for planning permission by the summer of 2007.

- 4.5 After Moselle and William C Harvey schools have been re-organised the secondary special school will relocate to Woodside High School once the facilities have been built by 2010. The primary special school will continue to operate from either the current Moselle or William C Harvey buildings, until the primary facilities have been built. Building these will be subject to available capital allocations in future years.
- 4.6 Following the initial consultation the Executive Member will review the feedback and decide on the publication of statutory notices. Following the statutory period for receiving representations, a further report will be submitted to Executive for determination on the re-organisation proposals. Under the Education and Inspections Act 2006, the School Organisation Committee will be abolished from May 2007 with Local Authorities taking over their decision making powers.

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

5.1 N/A

6 Local Government (Access to Information) Act 1985

6.1 N/A

7 Background

- 7.1 Funding for building the secondary Inclusive Learning Campus (ILC) has been secured through the Building Schools for the Future (BSF) programme. The secondary ILC proposal has now reached an advanced stage where building plans are ready to be submitted for planning permission by the summer 2007.
- 7.2 The full funding for the Primary ILC will be dependent upon capital allocation beyond 2008/09. At present due to the spending review, this is not known, though indications suggest a sufficient allocation of formulaic and primary capital funding to Haringey which would support it.
- 7.3 The process to establish a primary and secondary Inclusive Learning Campus involves three elements:
1. the re-organisation of Moselle and William C Harvey Special schools;
 2. building the secondary special school within Woodside High;
 3. building the primary special school within Broadwater Farm Primary.
- 7.4 This paper seeks approval to proceed with the consultation on the re-organisation of Moselle and William C Harvey Special schools.
- 7.5 A further report will be submitted to a later Executive for a determination on the re-organisation proposals. Under the Education and Inspections Act 2006, the School Organisation Committee will be abolished by May 2007 with Local Authorities taking over their decision making powers. This will mean Executive

will be able to review all the feedback received during the consultation before making a final decision on whether the re- organisation can proceed. See section 9 and appendix 1 for further details.

Haringey Policy Context

- 7.6 *Changing Lives*, the Haringey Children and Young People's Plan 2006-9 makes a commitment to co-locating all special schools in mainstream schools, thereby providing these students with greater access to facilities and provision than would otherwise be the case. *Changing Lives'* commitment to opening a new 6th Form Centre, which will include provision for students who would otherwise attend Moselle and William C Harvey schools, is on track for September 2007.

8 The re-organisation of Moselle and William C Harvey Special schools

- 8.1 The re-organisation of Moselle and William C Harvey special schools will involve a set of 'prescribed alterations' to establish a primary and secondary special school. The prescribed alterations are:
- a change of age range the schools cater for;
 - a change in the admission of children/young people with a broader range of special educational needs;
 - a change in the number of pupils each school can cater for.
- 8.2 Moselle and William C Harvey schools currently educate children and young people with different Special Educational Needs. Moselle predominantly caters for children and young people with Autism along with increasing numbers of young people with severe, complex and profound needs. William C Harvey caters for children and young people with severe learning difficulties along with children who have profound and multiple learning difficulties. As these two all-through schools will be re-organised into one primary and one secondary school, both school will have to have wider SEN admission criteria which will allow pupils from the broader range of special educational needs to be admitted.
- 8.3 At present Moselle has capacity for 128 pupils, William C Harvey has capacity for 75 pupils. Following the re-organisation, we propose that both schools will cater for 100 pupils. William C Harvey will increase the number of pupils it caters for by 25%; Moselle will decrease the number of pupils it caters for by 20%. Reorganisation costs will be contained within existing revenue and BSF resources.
- 8.4 Once the new schools are established, it is proposed that the two Governing Bodies on each site i.e. the mainstream and the special school governors, develop a joint committee arrangement under the collaboration regulations (Education Act 2000). These arrangements will strengthen coordination and continuity of provision in order to support transition. Informal arrangements are in place at the moment.
- 8.5 The primary special school will continue to operate from either the Moselle or William C Harvey buildings, until the primary facilities have been built. At a later date, proposals will be brought forward for the relocation of the primary special school to the Broadwater Farm primary school.

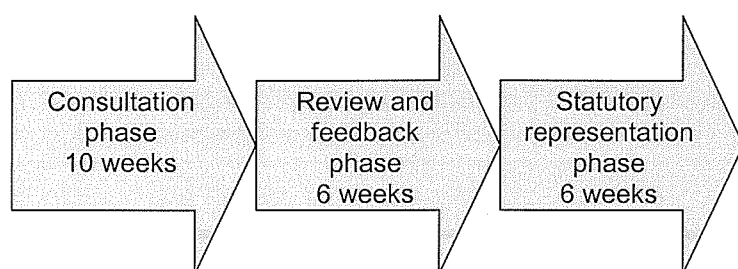
- 8.6 All plans will be subject to planning permission and further consultation with the schools and community. Statutory organisational approvals are normally given subject to planning permission being granted and we would expect that to be the case for this proposal.
- 8.7 A plan to manage the change will be drawn up to take full account of the needs of children and students, parents / carers, staff and services working with the schools. Paramount in all planning will be the requirement to manage the changes with a minimum disruption to the children, most of whom have a range of complex needs.
- 8.8 William C. Harvey and Moselle Special Schools have been recognised in their Ofsted inspections as very good schools. In both cases the quality of teaching and learning and relationships with parents and carers have been commended. Existing staff across both schools will be supported through the change process to transfer to new schools. Staff will be deployed to posts that are appropriately matched to their skills, ability and experience. They will be fully consulted and given opportunities to discuss their individual professional development. Staff will be provided with training and support where required.

9 Change in legislation

- 9.1 From 1st May 2007 the Education and Inspections Act 2006 comes into force. Under this Act the School Organisation Committee will be abolished. This means the Local Authority will take over the existing functions of the School Organisation Committee. Part of the Local Authority's new role includes decision making about the establishment, alteration and closure of any maintained mainstream, special and nursery school. The Local Authority will also have extended powers to propose the enlargement of the premises and the addition or discontinuance of SEN provision. (See appendix 2 for further details).

10 Consultation

- 10.1 This consultation process involves the following distinct phases:



Consultation Phase

- 10.2 We propose that the consultation begins on 8th May 2007 which will allow all stakeholders to be fully informed of the consultation proposal and to have an opportunity to respond through a range of supporting events.
- 10.3 There is no time limit specified in law for consultation period, though a minimum of six weeks is considered good practice. A ten-week period has been allocated from the publication of a consultation document, to the close of responses. The

majority of this period falls within term time, though half term also falls within the time frame.

- 10.4 The process will not rely solely on written consultation communication and will also include:
- informal drop in sessions which will allow parents/carers and other members of the community who may feel intimidated by public meetings to feel more comfortable discussing the issues in a relaxed environment on a one to one basis;
 - public meetings to allow comments and questions from a larger group.
- 10.5 All information will be accessible and downloadable on the Haringey website. Where new issues are raised, responses will be communicated to the whole relevant community, for example by newsletter.

Review and feedback phase

- 10.6 All the responses received during the consultation will be analysed and fed back to the lead member for Children and Young People and stakeholders by newsletter.

Feedback will be given to the school community on:

- the results of the consultation exercise;
 - responses to main themes or questions raised during the consultation;
 - details of the timescale and a clear explanation of the process for the statutory representation phase.
- 10.7 The Executive Member for Children and Young People, will review the consultation feed back and make a decision on whether statutory notices explaining the intent to re-organise Moselle and William C Harvey schools will be published. This delegation of decision-making was agreed at the July 2006 Executive as part of the School Place Planning report. If the Executive Member for Children and Young People agrees, the consultation can proceed, with the publication of the statutory notices. The statutory representation period will last for six weeks as specified in statutory guidance.

Statutory Representation Phase

- 10.8 After the end of the statutory phase, if there are no objections, the proposal to establish a primary special school and a secondary special school will go ahead.
- 10.9 However, if there is at least one objection, the proposal will be passed on to the Executive for a decision, in accordance with the Education and Inspections Act 2006, as detailed in section 9.

11 Consultation Timetable

8 th May 2007	Start of consultation
20 th July 2007	End of consultation

6 th September 2007	Publish statutory notices
17 th October 2007	End of statutory representation period
6 th March 2008	Latest date for Executive to consider and determine the proposal

12 Legal Comments

The Head of Legal Services has been consulted on the content of this report. Since the formal process of publication of the proposals commences in September 2007, the new statutory regime caused by the Education and Inspections Act 2006 will be in force. The report recognises one important aspect of the new regime by drawing attention to the abolition of the Schools Organisation Committee by virtue of Section 29 of the 2006 Act. New regulations will also be in force, whose final content has not yet been published. Legal comments on the consultation process are based on the content of the draft School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007. Although it is not thought that there will be significant changes between the draft regulations (which were subject to consultation recently) and the final version, the position should be revisited once the final 2007 Regulations are published.

As the report makes clear the alterations proposed for the two special schools bring them into the statutory regime entailing initial consultation, formal publication and decision making. Part 1 of Schedule 5 to the 2007 Regulations sets out the information that must be included in the proposals. Paragraph 30 of Schedule 5 to the 2007 Regulations sets out the prescribed list of bodies and persons who must be consulted during the earlier more informal consultation phase prior to publication. The formal publication phase lasts 6 weeks during which time comments and objections can be sent to the Authority.

13 Financial Comments

Funding for the secondary campus has been approved by the DfES through a Targeted Capital Fund (TCF) bid in the sum of £4.68m (£3.75m TCF and £0.93m match funding from BSF) and plans for the establishment of the Secondary Inclusive Campus at Woodside High School (formerly known as White Hart Lane Secondary School) are now fully incorporated in the BSF programme. The opening date of the secondary inclusive learning campus is September 2010. These plans are subject to planning permission.

14 Comments of the Acting Director of Finance

The consultation itself will be conducted within existing resources. If no formal objections are received by the Council during the six week phase following the issue of the statutory notices, no determination by the Executive member is required as the Council is automatically committed to deliver the changes as detailed in the notices.

The Acting Director of Finance confirms that funding is available within the BSF programme for secondary schools to fund the secondary capital project. Funding for the primary proposal cannot be identified until future capital funding levels are known.

Risk areas:

A. Revenue implications:

There will be funding implications for the Dedicated Schools Grant (DSG) if the funding formula needs to be amended as the range of needs to be met from the new provision is different from the existing schools. Costs will be contained within the DSG and the changes will have an impact on the distribution through the funding formula.

There may also be transitional costs to be met as schools and children move sites, and as staff also change sites.

B. Capital implications

The secondary school plans need to be subjected to a feasibility study to ensure the plans are costed to fall within the planned funding; the project will be closely monitored by the BSF Project Board to ensure that any unexpected cost issues are managed by amendments to specification where ever possible..

It is the nature of a statutory consultation of this nature that, once the statutory notices are published, if there are no formal objections made, no further decision is necessary, and the Local Education Authority is required to deliver the proposals, or apply to the Secretary of State to have them set aside / re-consult on alternative proposals. The consultation should make it clear that if funding is not available for the new primary school, that it will operate from existing premises.

15 Equalities Implications

This proposal is fully in line with the Council's policy on educational inclusion and takes full account of the Disability Discrimination Act 2004 requirements and of other equalities legislation. It represents a major step forward in enabling children and young people with and without disabilities to learn alongside each other.

Appendix 1

The main changes to the school organisation and governance regime in England introduced by the Act.

- To abolish School Organisation Committees (SOCs) and introduce new arrangements for local authorities to decide statutory proposals (other than new school competition proposals where they put forward proposals) but with the power to appeal to the adjudicator in some cases.
- To introduce new powers whereby a local authority can publish proposals to enlarge voluntary schools, increase the number of pupils at foundation or voluntary schools, add/remove sixth form provision, and add/remove SEN provision for voluntary or foundation schools.
- To extend the circumstances in which a local authority must invite proposals in a competition for a new school. The Education Act 2005 required competitions for new and additional secondary schools, while the 2006 Act will extend this requirement to primary schools and to special schools. The 2006 Act also carries forward the possibility of applications to the Secretary of State for an exemption from a competition, although the presumption remains that a competition should be the norm.
- To control the circumstances under which proposals for a new community school may be published in a competition, and to specify the process for deciding when a local authority may publish such proposals.
- To restrict change of category provisions so that voluntary and foundation schools can no longer change category to become community schools; similarly foundation special schools will no longer be able to change category to community special.
- To establish the processes and safeguards for schools wishing to become Trust schools, and to introduce a procedure for a Trust school to remove its Trust.
- To make provision about the establishment of Parent Councils in Trust schools where the Trust appoints a majority of governors.
- To introduce statutory requirements on new Trusts.
- To place local authorities under overarching duties to promote high standards, fair access to educational opportunity and the fulfilment of every child's educational potential. Local authorities will also be required to secure diversity in the provision of schools and increase opportunities for parental choice in the provision of schools. Linked to this, the Act places a specific new duty on local authorities to respond to parental representations about the provision of schools and allows for guidance on this.

Appendix 2

SCHEDULE 1

Regulation 5

Alterations which may be published by a local education authority

PART 1

The following alterations may be published by a local education authority in respect of community special schools.

Special Educational Needs

1. A change in the type of special educational needs for which the school is organised to make provision.

Transfer to New Site

2. The transfer of a school to a new site except where the main entrance of the school on the proposed new site would be within two miles of the main entrance of the school on its current site.

Increase in Number of Pupils

3.—(1) Except where the school is established in a hospital, any increase in the number of pupils for whom the school is organised to make provision which, when taken together with all such previous increases in the number of pupils would increase the number of such pupils by 10% or the relevant number of pupils (whichever is the lesser) as compared with—

- (a) the number of such pupils on the appropriate date; or
- (b) if, at any time after that date the number of such pupils was lower than on that date, the lowest number at any such time.

(2) In this paragraph—

“the appropriate date” means whichever is the latest of the following dates—

- (a) the date falling five years before the date on which the local education authority or, as the case may be, the governing body, form the intention to increase the number of pupils for which the school is organised to make provision;
- (b) the date when the school was established;
- (c) where any proposals for the making of a prescribed alteration to the school consisting of an increase in the number of pupils for which the school is organised to make provision have been approved under—
 - (i) section 184 of the Education Act 1993,
 - (ii) section 340 of the Education Act 1996, or
 - (iii) paragraph 3 of Schedule 6 or paragraph 8 or 9 of Schedule 7, the date (or latest date) on which any such proposals were implemented; and
- (d) where the local education authority have determined under paragraph 4 of Schedule 6 to implement any proposals for the making of a prescribed alteration to the school consisting of an increase in the number of pupils for which the school is organised to make provision, the date (or latest date) on which any such proposals were implemented.

“The relevant number of pupils” is 5 where the school only makes boarding provision and 20 in any other case.

Decrease in numbers

4. Except where the school is established in a hospital, any decrease in the number of pupils for whom the school is organised to make provision.

Boarding

5.—(1) The introduction or ending of a boarding provision.

(2) Where the school makes provision for day pupils and boarding pupils, the alteration of boarding provision such that the number of pupils for whom boarding provision is made is increased or decreased by 5 pupils.

Alteration of Upper or Lower Age Limits

6. The alteration of the upper or lower age limits of the school (that is to say the highest and the lowest ages of pupils for whom education is normally provided at the school).

Sex of Pupils

7. An alteration to a school to provide that—

- (a) a school which was an establishment which admitted pupils of one sex only becomes an establishment which admits pupils of both sexes; or
- (b) a school which was an establishment which admitted pupils of both sexes becomes an establishment which admits pupils of one sex only.

SCHEDULE 2

Regulation 5

Provisions about the publication, determination and implementation of proposals by a local education authority

PART 2

Provisions about Publication, Determination and Implementation of proposals made by a Local Education Authority under Regulation 5

35—(1) Where any proposals have been published by a local authority (subject to paragraph .. and 30) that local authority must after considering all the objections and comments which are received on or before the date referred to in paragraph 27—

- (a) reject the proposals;
- (b) determine the proposals must be implemented; or
- (c) determine that the proposals must be implemented with modifications.

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Executive**On 24th April 2007**

Report Title: **Commission for Social Care Inspection of Haringey Mental Health Services - Update on Implementation of Action Plan**

Report of: **Director of Adult, Culture and Community Services**

Wards(s) affected: **All**

Report for: **Non-Key Decision**

1. Purpose

1.1 To report back to the Executive on the progress made on implementing the Action Plan drawn up in response to the commission for Social Care Inspection (CSCI) Inspection of Mental Health Services in Haringey.

2. Introduction by Executive Member

2.1 Since the publication of the Inspection Report last October, Council Officers and NHS partners have been working hard to address the recommendations from the inspection. Whilst some work still remains, good progress has been made on implementation.

3. Recommendations

3.1 To note and comment on the progress made on implementing the Action Plan.

4. Executive Summary

4.1 The CSCI Inspection of Mental Health Services in Haringey took place in February 2006 and was presented by CSCI to the Council Executive on 31st October 2006. The judgement from the Inspection was that Haringey's Mental Health Services were serving some people well, with uncertain prospects for improvement. As requested by the Executive, this report provides an update on the progress made on implementing the Action Plan drawn up in response to the 23 recommendations from the Inspection. This is set out in detail in the attached Action Plan Template.

Report Authorised by: **Mun Thong Phung, Director of Adult Culture and Community Services**

Contact Officer: **Mary Hennigan, Assistant Director, Adult Services**
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5. Reasons for any change in policy or for new policy development (if applicable)

5.1 The recommendations from the Inspection were consistent with existing Council policy.

6. Local Government (Access to Information) Act 1985

6.1 CSCI Inspection Report on Mental Health Services in Haringey.

7. Background

7.1 The CSCI Inspection of Mental Health Services in Haringey took place in February 2006 and was presented by CSCI to the Council Executive on 31st October 2006. CSCI's judgement was that Haringey's Mental Health Services were serving some people well, with uncertain prospects for improvement. The Inspection report made 23 recommendations and an action plan was drawn up to address the recommendations. This was also presented to the Council Executive in October 2006 and incorporated 3 particularly relevant recommendations from the Scrutiny Review of Mental Health Services - "One in Four of Us".

7.2 The 3 main agencies involved in the commissioning and provision of mental health services in Haringey - Haringey Teaching Primary Care Trust, Barnet, Enfield and Haringey Mental Health Trust and Haringey Council have been working together to implement the Action Plan. As requested by the Executive last October, this report provides an update for Members on the progress made to date. The updated Action Plan has also been sent to the CSCI.

7.3 The Overview and Scrutiny Committee on 26th February 2007 received a progress report on the implementation of recommendations from the "One in Four of Us" Scrutiny Review.

8. Description

8.1 The CSCI Inspection was carried out within a national framework that assesses performance under the following headings:

- National priorities and strategic objectives
- Cost and efficiency
- Effectiveness of service delivery and outcomes for service users
- Quality of services for users and carers
- Fair access
- Capacity for improvement

The Inspection's 23 recommendations covered all of these areas.

8.2 Since November 2006, the council, TPCT and the Mental Health Trust have been working together to implement the Action Plan. Some recommendations (e.g. numbers 5 and 11) will only be fully implemented after a reconfiguration of Community Services within the Mental Health Trust is in place. The reconfiguration involves replacing the 4 existing Community Mental Health Teams (CMHTs) by an “Intermediate Care” Service and 3 Complex Case Teams. The Intermediate Care Service will be the route through which all new referrals will be made, and it is intended to improve access by, and liaison with, primary care services - particularly GPs. These changes represent a major alteration to the way in which the Mental Health Trust’s community services are organised, and will involve managers and staff moving from existing, to new teams. The reconfigured service is not expected to be in place until the Autumn.

9. Consultation

9.1 The CSCI Inspection Report and Action Plan were widely distributed to stakeholders for information and comment.

10. Summary and Conclusions

10.1 Good progress has been made on implementing many of the recommendations from the CSCI Inspection. A small number will be put into effect somewhat later than planned, as it makes sense for these to be dealt with as part of, or following the reconfiguration of Community Mental Services referred to above.

11. Comments of the Director of Finance

11.1 The Director of Finance has been consulted and there are no specific financial implications included within the report. The financial implications of implementing the Action Plan will be monitored through the council’s normal budget management processes.

12. Comments of the Head of Legal Services

12.1 The CSCI Report was produced under the power given to the CSCI by S.80(2)(b) of the Health and Social Care (Community Health & Standards) Act 2003 to conduct reviews of the provision of any English Social Care Services. The Action Plan was produced in response to that Inspection Report in order to address the Report’s recommendations. Members are being asked to note and comment upon the progress made in implementing the Action Plan.

13. Equalities Implications

13.1 the Inspection considered equalities issues for service users and carers and made recommendations accordingly. There was a specific recommendation about single gender provision within Day Services. This has been addressed.

14. Use of Appendices / Tables / Photographs

14.1 Mental Health Inspection Action Plan.

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Mental Health Inspection 2006 Action Plan

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
National Priorities and Strategic Objectives				
1. Social services and partners should ensure that front-line team plans reflect service strategies and incorporate measurable targets and objectives through which staff and front-line managers can measure continuous improvement	All teams to complete team plans for 2006/07 (and subsequently, annually) which include measurable targets	Service Manager Mental Health/Performance manager trust/AD Community services (Council and Mental Health Trust)	30 June 06	ACHIEVED All teams have team plans reflecting the relevant strategies and targets.
2. The Council should work with partners to ensure that the configuration, terms of reference and operation of the Local Implementation Team are acceptable to all stakeholders and that it continues to contribute positively to the inclusive development of mental health services	To review the membership, terms of reference and operation of the Mental Health Partnership Executive and the Partnership Board (LIT) in liaison with the relevant stakeholders and ensure effective linkage with the Well Being Partnership	Joint Commissioner (Council)	30 November 06	ACHIEVED The review took place during 2006.

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
Cost and Efficiency				
3. Social services and HTPCT should review the Section 28 Agreement and the Commissioning Arrangement Agreement for the mental health service ensuring that these agreements are current, reflect current service structures and are reviewed regularly	To update the Section 28 Agreement and the Commissioning Arrangement Agreement in line with the recommendation and develop further the bi-annual reviews through the Joint Services Priorities group.	Joint Commissioner & Director of Strategy (Council & PCT)	31 January 2007	ACHIEVED Services covered by S28 Agreement reviewed regularly. Agreement itself updated and revised wording agreed by LA and PCT. Agreement to be reviewed again prior to its expiry in March 2008.
4. Social services, partners and stakeholders should review the multi-agency panel process to ensure efficient, effective and consistent operation	<ul style="list-style-type: none"> • New processes implemented • Care reviews linked to new processes • Evaluate first year's operation 	Joint Commissioner /Finance Manager/ AD Community services (Council & MHT)	31 January 06 31 July 06 28 February 07	ACHIEVED ACHIEVED ACHIEVED Main panel working

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
				<p>satisfactorily. Review panel requires additional impetus to achieve the purpose for which it was established. Review social worker role created to bring to the panel cases where there is little active involvement.</p> <p>Panel arrangements across all client groups will be reviewed in April/May 2007 to ensure consistency of approach and decision-making.</p>

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
5. Social services and health should ensure that commissioning budget responsibility is closely aligned with operations and that appropriate training and support is in place	1. Develop proposals to commission services at operational level. 2. Put in place the infrastructure within the community teams to ensure successful implementation.	1. Joint Commissioner /Finance Manager/ AD Community services AD of Social Services (Council & MHT) 2. Director of MH Trust/AD Community services AD of Social Services	By January 07 for implementation 1 April 07	In the light of the reconfiguration of Community Mental Health Services, it is proposed to defer putting the action here into effect until April 2008.
Effectiveness of Service Delivery and Outcomes for Service Users				
6. Processes should be put in place to ensure that front-line mental health staff are operating effectively in protecting adults from abuse within the multi-agency policy and procedures	1. To continue the current training programme and promote the profile of adult protection within Mental Health teams. 2. To review the use of POVA procedures by Mental Health staff as part of annual reporting to Adult	Adult Protection Manager/AD Community services (Council & MHT)	1. Ongoing 2. September 07	ACHIEVED Cross departmental Adult Protection training continues and is attended by Mental Health staff. Adult Protection training has been included in Mental Health team plans as

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
	Protection Committee.			<p>mandatory. Trust has nominated a lead for Adult Protection.</p> <p>There has been a significant increase in the number of Adult Protection investigations from Mental Health over the past year, from 4 in 2005/06 to 21 in 2006/07.</p>
7. Social services should take action to increase the use of Direct Payments by people experiencing mental health difficulties and ensure their participation in future scheme developments and monitoring	A plan to be developed to increase the use of Direct Payments to the average in the Barnet, Enfield and Haringey Trust area and work with service users, carers and voluntary sector organisations to increase awareness in advocating for direct payments for users.	Direct Payment Officer/AD Community services/Joint commissioner (Council & MHT)	<p>1. Plan to be developed by 30 November 06</p> <p>2. Average to be reached by June 07</p>	<p>Training sessions have been held for social workers in CMHTs. More are planned, with surgeries to follow.</p> <p>One CMHT Team Manager has been designated as the lead on Direct Payments within the Service.</p> <p>New policy for Direct Payments in Mental</p>

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
				<p>Health drafted, based on good practice elsewhere - to be launched in May 2007.</p> <p>Possible new Direct Payments cases being reviewed but expansion in numbers has been inhibited by need to control expenditure strictly.</p>
8. The Council should ensure that it is demonstrably acting as a positive role model in promoting the employment of disabled people, including those with mental health issues	To consider as part of the Council's work force strategy.	Head of Personnel (Council)	January 07 Review September 08	<p>ACHIEVED</p> <p>Adult, Culture and Community Services Directorate has agreed to a target to provide 10 work placements within the Directorate in 2007/08. The scheme will be implemented in partnership with the Richmond Fellowship. Corporate HR has agreed to propose adoption of a work</p>

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
				placement scheme across the Council.
9. An early intervention service should be established	To explore funding options for consideration by Mental Health Executive.	Commissioning Managers in Health & Social Care	January 07	Invest to Save bid made to Treasury - unsuccessful. The PCT, Council and MHT have agreed that an Early Intervention care pathway should be incorporated into the new Intermediate Care Service so that by the end of 2007-08 there will be a nascent service that can underpin future developments.
10. The needs of carers within the mental health service should be identified, recorded and appropriate services developed within a stronger performance management framework	<ul style="list-style-type: none"> Develop a plan to implement Carers Strategy in respect of MH service users. 	Carers Manager/AD Adults/Senior manager planning & comm. (Council/ MHT/PCT)	November 06	ACHIEVED Mental Health Trust has drawn up a Trust-wide Carers Strategy.

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
	<ul style="list-style-type: none"> Progress against milestones to be monitored. 		March 07	<p>Milestones to be drawn up to facilitate implementation.</p> <p>Performance targets set for Mental Health Teams for 2007/08.</p> <p>Monitoring takes account of work with carers undertaken by both LA and NHS staff.</p> <p>Carers' lead roles will be designated as part of reconfiguration of Community Mental Health Services.</p>
Quality of Service for Service Users and Carers				

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
<p>11. The Council and partners should undertake a comprehensive review of the Care Programme Approach (CPA) process and the review should:</p> <ul style="list-style-type: none"> - involve service users, carers, staff and other stakeholders; - seek to understand the shortcomings in the existing CPA and learn from best practice, and - result in improved documentation, effective care co-ordination, relapse identification and contingency planning, quality assessment, care planning and review 	<p>The Council has requested formally that the Trust (in its capacity of holding delegated responsibility for service provision) undertake a comprehensive review of the degree to which the new Care Programme Approach (CPA)/ Care management policy is working within Haringey.</p> <p>Areas to be tackled under the heading of clinical practice include: quality of assessments, outcome focussed care planning and review, standards of documentation, effective care co-ordination, relapse identification and contingency planning. Progress will be monitored via the Well Being Board</p>	<p>Director of MH Trust/Joint commissioner (MHT/Council)</p>	<p>31 January 07</p>	<p>Existing practice reviewed. Team based multi-disciplinary training, using learning from Serious Untoward Incidents, sourced for implementation at end of April 07. Audit of service users experience of CPA commenced in January 2007.</p> <p>Supervisors training - Reflective Practitioner-commissioned for April.</p> <p>Team-based training on role of care co-ordinator scheduled for April 2007.</p> <p>Lead nurse meeting with community teams regularly to review clinical governance issues.</p>

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
				<p>6-weekly forum established with Children's Services to look at cases where parents have a mental health problem.</p> <p>Full implementation of changes will take place as part of the reconfiguration of Community Mental Health Services in Autumn 2007.</p> <p>Note: Dept of Health are reviewing CPA. Trust has submitted comments. Outcome of DoH review will affect content of training in future.</p>
12. The Council and partners should review the quality and effectiveness of case file recording and auditing	1. Supervision to be used to undertake detailed work on the quality of files	AD Community services/ AD Adults specialist (Council & MHT)	1. By 31 December 06	Overall quality and structure of case files reviewed. Recommendations

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
	<p>2. Case file audits to be standardised across the teams and carried out systematically</p> <p>3. Six monthly reports to be provided to Director of Social Services and Adult Services Clinical Governance Group on number of audits carried out in each team, their findings and subsequent action to be taken</p>		<p>2. By 31 December 06</p> <p>3. First report by 31 March 07</p>	<p>made for change to joint files – to be standardised across the Trust. Costings prepared for storage of joint files. Archiving of old files to commence in April 2007. Work continuing on balance of use of electronic and paper files in the context of the use of, and interface between, RIO, the new IT system for Mental Health Services, and Framework-i. Proforma drawn up for case audits. Target for number of audits to be set.</p> <p>Reflective practitioner training referred to under Rec 11 will help to promote good quality practice.</p>

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
13. The Council and partners should strengthen quality assurance processes	The Mental Health Executive to consider appropriate quality assurance processes across the partnership and oversee implementation plan	Joint commissioner /Performance Managers (Council/MHT/ PCT)	Implementation Plan developed by January 07	ACHIEVED The issue relates to the extent to which spot contracts are monitoring. Procedural guidance has been issued regarding the monitoring of spot contracts across Social Care generally. In addition, specific monitoring visits have been made to many spot providers of residential care for people with mental health problems. These have resulted in the identification of service users who are ready to move, as well as, in some cases, a reduction in cost.
14. Social services should ensure that risk alerts relating to individual	1. Further training to be provided on risk alerts and	Project Officer adults/AD Community services	1. 31 June 06	ACHIEVED

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
cases are given prominence on the electronic case records system	<p>Framework-I</p> <p>2. Sampling mechanisms to be established to ensure compliance</p> <p>3. To be reviewed when RIO is being established</p>	(Council & MHT)	<p>2. By 30 November 06</p> <p>3. 1 April 07</p>	<p>ACHIEVED</p> <p>Sampling mechanisms in place. New version of Framework-I will have increased functionality around warning notes and alerts.</p> <p>Managers in Council and Trust are examining interface issues between RIO and Framework-I, drawing on learning from elsewhere. For the majority of Community Mental Health Services RIO will be implemented during 2007/08.</p>
15. The Mental Health Service Directory should be more widely distributed across public access points in the	1. Continue to ensure the website information on mental	Information management officer (Council/PCT/ MHT)	1. Twice yearly: April & October	<p>ACHIEVED</p> <p>Website information</p>

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
borough	health services is updated on regular basis 2. Update directory 3. Distribute directory		2. March 07 3. June 07	reviewed in accordance with timescales. Clarendon Centre will manage the updating of the directory. This will be done as part of a service user training project. Directory to be made widely available following update.
Fair Access				
16. Partners should ensure that eligibility criteria and access to the Crisis, Assessment and Treatment Team and Alexandra Road Crisis Unit are clearly understood by service users and all staff involved in mental health services and are consistently applied	1. Review the information provided on the eligibility criteria and access	Information management officer Joint commissioner/ Director of MH Trust (Council/MHT)	1. 31 December 06	ACHIEVED Current arrangements are that Alexandra Road's Statement of Purpose outlines eligibility criteria and referral process. This forms part of the user packs given to clients.

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
	2. Review the performance of the Crisis Teams and the relationship with Alexandra Road and develop, if necessary costed proposals for service change		2. January 2007	<p>Leaflets sent to other organisations include eligibility criteria and information on how to make a referral. Information distributed to GP surgeries. Working protocol drawn up with Homelessness Outreach Support Team (HOST). New packs prepared and issued to professionals and users contain additional information on how referrals can be made.</p> <p>Independent report being commissioned to review Alexandra Road and the changes since the opening of the Crisis Teams, to review other models in other parts of London and to</p>

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
				make recommendations. Report expected in September 2007.
17. The Council should work with partner agencies to ensure that opportunities for single gender services are developed and that all services take demonstrable steps to ensure that environments and services are fully inclusive.	<p>Review current single gender services and identify opportunities to increase inclusion within the Day Services strategy implementation</p> <p>NRF funding enabling wider implementation of the Haringey Therapeutic Network.</p>	Day service managers (Council)	By 31 December 06	<p>ACHIEVED</p> <p>At 684 and Clarendon Day Centres, a variety of single gender activities are currently provided and are successful attended.</p> <p>Across the 2 centres there are 6 gender specific groups that meet regularly (4 for women, 2 for men). In addition, there are specific events such as the celebration of International Women's Day, women's open days as well as men's and women's football teams.</p>

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
				<p>Attendance registers are monitored and the value of these services are regularly discussed and reviewed at team meetings and at the community meetings.</p> <p>Support is also provided to access other services by working in partnership with the Woman's Forum to give female service users the opportunity to integrate with woman outside of the centre.</p> <p>The healthy living centre approach, proposed within the Day Opportunities Strategy, will mean flexibly tailored support can be identified for users. Staff are employed on a session basis which allows the</p>

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
				<p>service to be more responsive to changing needs.</p> <p>The NRF funding enables continuous preventative work in Bruce Castle, Northumberland Park and Noel Park areas of the East of the Borough. The capacity of the Therapeutic Network has increased from 12 to 20 places.</p>
18. Partners should ensure that availability and choice of advocacy support for service users and carers is increased	A review of existing advocacy services has begun and funding for any additional advocacy services to be considered in 2007/08 budget process	Joint commissioner (Council & PCT)	By 31 January 07	Contract review with advocacy providers took place in Feb 07, to ensure they are fulfilling the requirements of their contracts so that existing capacity is maximised. Possible retendering to be considered in Autumn 07.

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
19. Partners should ensure that service users and carers are aware of their rights to access interpreting services and the complaints procedure	<ul style="list-style-type: none"> Brief all care co-ordinators on complaints, translation & interpreting services. 	AD Community Services All care co-ordinators Carers Manager	November 06 initially, then ongoing	ACHIEVED Ongoing briefings on complaints provided via Trust managers meetings. Trust has recently received information on a new translation and interpreter service.
	<ul style="list-style-type: none"> Continue to provide initial information packs containing information on these issues 	AD Community Services	Ongoing	Trust and Council guides both provide good information re complaints. Translation and interpretation less fully covered. To be addressed via update of carers handbook.
	<ul style="list-style-type: none"> Hold session with carers to explain the complaints procedure and how to access translation and interpreting services 		December 06	Assistant Director Community Services still to meet with carers. Complaints officers and Translation and Interpretation unit present at Carers

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
	<ul style="list-style-type: none"> Finalise arrangements for new translation and interpreting service following tendering process and brief care coordinators accordingly. 		April 07	<p>Rights Day in December 2006 to advise carers.</p> <p>PCT currently writing specification for new Translation and Interpretation Service.</p>
<p>20. Primary Care: (SCRUTINY REVIEW) The council to work with partners to support implementation of the Local Enhanced Service for Mental Health in TPCT.</p>	<p>Work with TPCT clinical lead in agreeing referral & discharge procedures. GP link working.</p> <p>Work underway – LIT sub group to lead on agreeing shared care agreement</p>	AD Community Services LES Clinical lead PCT	<p>December '06</p> <p>Expected Dec. 2006</p>	<p>Referral and Discharge protocols to be reviewed and finalised as part of the Mental Health Trust's reconfiguration of Community Services, to be implemented in the Autumn of 2007.</p> <p>3rd draft Shared Care Agreement complete – final consultation in place.</p>

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
	<p>LES team in the TPCT in post.</p> <p>Specific work to provide Primary care team basic mental health understanding training in progress</p> <p>Specific work re improving the use and effectiveness of SMI registers in progress.</p>		<p>Commence February 2007 then ongoing</p> <p>Rolling programme during 2007/8</p>	<p>Training programme in place – 3 events taken place in Feb/March. Specific Practice Based Commissioner training events planned for May/June/July.</p> <p>Process for reviewing primary care clinical guidelines and older adult guidelines set for June.</p> <p>Implementation of the LES programme – two lead GPs appointed along with clinical specialist to lead the overall programme development. 2 further GPs being interviewed in March 2007.</p> <p>LES programme targeting lower performing surgeries based on QOF[Qualities,</p>

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
				<p>Outcomes, Framework] outcome data. Specific surgery reviews on SMI [Severely Mentally Ill] registers underway.</p> <p>Graduate mental health primary care service running 'Health in Mind' Primary Care mental health service from Central and Marcus Garvey Library as well as specific service from 10 GP surgeries based in the east of the borough.</p>
<p>21. Mental Health Liaison (SCRUTINY REVIEW) The Council to work with partners in improving Mental Health Liaison Services at the North Middlesex Hospital.</p>	<p>To ensure Mental Health Service reconfiguration allows services to be improved at North Middlesex.</p>	<p>Haringey & Enfield Joint Commissioners</p>	<p>April 07</p>	<p>Enfield PCT has picked up outstanding funding shortfall. PCT Commissioners will work with MHT and North Middlesex partners to assess the relevant activity data for the future</p>

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
				development of the liaison service.
Capacity for Improvement				
22. The Council and partners should ensure that performance management, monitoring and measurement systems are robust and operating effectively at all levels within integrated services	Further develop performance management systems to enhance the capacity of the integrated service	Performance managers (Council/MHT/ PCT)	Full implementation of revised system by 31 March 07	ACHIEVED Performance management arrangements reviewed and enhanced. Monthly callover meetings held involving managers and performance staff. Targets set and agreed. Action plan put in place for problem areas. From April 2007, performance callover meetings will deal with both social care and health performance indicators.

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
<p>23. The Council should work with its partners to:</p> <ul style="list-style-type: none"> - ensure that the profile of social services is well promoted; - demonstrate that social care is valued within the integrated services; and - consult widely to gain a good understanding of stakeholder perceptions regarding social care profile, the reasons for them and how to address these 	1. Senior manager – ASW post created & filled.	Assistant Director of Social Services (Council)	1. July 06	ACHIEVED
	2. Increase visibility of Council managers in BEHMT at joint management briefings.		2. June 06	ACHIEVED
	3. ASW training reviewed		3. June 07	ACHIEVED Bi-annual ASW refresher training continues. Training retendered – new provider from November 07. Training for new ASW's provided by Hertfordshire University. 3 new ASW's trained in recent months.
	4. Develop the role of the Professional Head of Social Work to further action this recommendation		4. April 07	Under consideration as part of the current work on restructuring of Adult Social Care.

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
24. The Council and partners should continue to develop a fully integrated service, underpinned by co-located teams, integrated practices and infrastructural support	Further develop the service so that it is fully integrated by 1 April 2008	Assistant Director of Social Services / Director of MH Trust (Council/MHT)	By 1 April 08	Not scheduled for implementation until 2008. To be reviewed/addressed following the reconfiguration of the Mental Health Trust's Community Services.
25. An operational protocol to guide staff and managers through working across the interface between mental health and learning disability services should be developed, implemented and regularly evaluated to ensure effectiveness	Develop a learning disability/mental health protocol to complement the terms of reference of the complex needs panel and review on a biennial basis	Service manager Learning Disabilities/Joint commissioner (Council/MHT)	Complete by 31 January 07	Protocols relating to in-patient care completed. Protocol covering Mental Health Assessments for people with learning disabilities while at home to be completed in April 2007.
26. (SCRUTINY REVIEW) The Council to continue to support the Social Inclusion Agenda for Mental Health Services through the Well Being Agenda and mainstream	To ensure Mental Health is incorporated into the planning agenda on a Council wide basis.	Well Being Officer Group/Joint Commissioner All Theme Boards.	April 07	ACHIEVED The Well-Being Partnership board is developing a strategic

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
access and supported employment.				<p>framework which will recognise “improve mental health” as a priority for 2007-10. In addition, the LAA has identified a target to “increase the number of residents on Incapacity Benefit for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks” many of whom are people who have experienced mental health problems.</p> <p>Initiatives to meet this target are monitored by the Welfare to Work Partnership Board which is facilitating work placement schemes and employment for people with mental health problems (and others). The LIT also has an</p>

Recommendation	Action	Led By	Target Date	Progress as at 27/03/07
				Employment Focus Group.

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Agenda item:

Executive		on 24 April 2007	
Title: Grant Aiding Standards			
Item of: Assistant Chief Executive (Policy, Performance, Partnerships and Communications)			
Wards(s) affected: All		Item for: Decision	
External consultation: HAVCO			
<p>1. Purpose</p> <p>1.1 There is a need to create consistency and transparency in the way the Council supports the voluntary sector across all services. This report sets out the standards that Haringey Council will apply when distributing grants to the Voluntary and Community Sector (VCS).</p> <p>1.2 The application of these grant standards will aim to have a positive effect on the relationship between Haringey Council and its voluntary and community sector (VCS) partners as it will clarify the rationale for providing grant aid opposed to contracting for specific services/purposes</p>			
<p>2. Introduction by Executive Member</p> <p>2.1 As a Council we provide a high level of support and funding to the CVS. It is important therefore that we ensure we are getting good value for money.</p> <p>2.2 Despite high level of funding the sector through both grants aid and contracts for specific services is quite crowded and there are many VCS we are unable to fund. It is crucial that access to funding is fair and the process transparent, so the basis on which funding has been awarded is clear to all. At present our practice across Departments is not consistent.</p> <p>2.3 In fairness to the sector, Council Departments need to be clear about priorities, about the criteria for awarding funding, about what is expected and how agreements will be monitored. Departments should also recognise their responsibility to assist in capacity building the sector.</p> <p>2.4 Adopting the approach outlined in this report will assist us in operating according to best practice and so will benefit some of our most vulnerable residents.</p>			

3. Recommendations

- 3.1 To disburse funding to the VCS either as grants or contracts.
- 3.2 To agree that the grant aiding standards set out in this report, and that they apply to all disbursements by the way of grant except where there is guidance or statute which requires otherwise, with such exceptions to be agreed by the Assistant Chief Executive (PPP&C).
- 3.3 From the 1st July 2007 if funding is to be disbursed using a grant, the standards set out in this report should be adopted.
- 3.4 To request a further report on the wider financial relationship of the Council with the VCS.

Authorised by: **Justin Holliday**
Assistant Chief Executive (PPP&C)

Contact Officer: **Susan Humphries, Head of Voluntary Sector Team**

Telephone: **020 8489 6902**

4. Executive Summary

- 4.1 This report sets out the standards that will apply when distributing grants to the VCS and is a supporting document to the Haringey Compact. These standards are to ensure:
 - Joint approach between the VCS and the Council to grant programme development
 - Recognition of full cost recovery from the Council to ensure sustainability of services
 - Clarity of funding conditions, including funds available and eligibility to apply
 - Transparency, consistency and fairness of approach
 - Effective monitoring and evaluation
- 4.2 In addition to these standards this report also sets out what Council officers should accept as responsibilities of the recipient organisation in terms of good practice in the use and administration of public funds.

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

6. Local Government (Access to Information) Act 1985

- 6.1 No background documents

7. Background

GRANT AID

- 7.1 A grant should be used when the Council does not purchase a direct service from a VCS organisation. This could include support for core organisational costs, community projects or seed funding for new projects. In this case the Council allocates funding for a priority area of work and undertakes an open call or invitation for applications. Respondents will be asked to evidence a specific need that relates to the priority area, and how they intend to address this need. In the case of multiple respondents, a simple evaluation and selection process will be adopted.
- 7.2 Grants may be approved to fund the same activity or service for more than one year and up to a maximum of three years and the funding will have to be reviewed annually.
- 7.3 In certain circumstances, Haringey Council awards grants (long term continuity funding) in order to ensure the continuity of services. For example, maintaining the continuity of a stable and robust infrastructure for the voluntary and community sector. As such these grants will not be open to general applications.

CONTRACTS

- 7.4 A contract should be used when the Council purchases a service from a VCS organisation, whether this is a statutory or non-statutory service. In this case the Council will set out a service specification and all contracts awarded by the Council will be subject to any applicable legislation plus Haringey Councils Contract Standing Orders (CSOs) and the processes and procedures contained within the Council's Procurement Code of Practice (available on Harinet).
- 7.5 Where there is a bidding process or call for interest against a service specification overhead costs of a VCS organisation will be treated in the same way as those of the private sector or any internal provider. This means that Council Departments should fund not only direct project costs but also allow the inclusion of an appropriate proportion of core or support costs to sustain the project within the contract (full cost recovery)
- 7.6 Full cost recovery will include associated or support costs of activities crucial to achieving final outputs or outcomes include front-line activity (e.g. project workers), IT costs, direct support work (e.g. managers of project workers), indirect support work (e.g. payroll, finance and HR), governance and strategic development and compliance costs (health and safety etc).
- 7.7 Where a grant is offered or awarded to contribute towards the costs of the activities of an organisation which the Council wishes to support, these will clearly not be on a full cost recovery basis.
- 7.8 Some VCS organisations may have Service Level Agreements (SLA) with Haringey Council, which in the future should be classified as grants or contracts. When these existing arrangements come to an end any future funding will be awarded on the basis of a grant or contract and SLA should be phased out.

- 7.9 These principles should apply to funding in all cases where the Council is the accountable body. This will include external funding or funding administered on behalf of another public body

8. Standards that will apply when distributing Grants

- 8.1 The grant standards will be applied when awarding grants as set out in 8.1-8.3 of this Report. The grant standards align with the Haringey Compacts principles that relate to funding and procurement.
- 8.2 HAVCO have been consulted and support the adoption of these standards.

Joint approach to grant programme development

- 8.3 In developing grant funding programmes Haringey Council will fully involve the VCS from the outset, taking into account the time needed for preparatory work and partnership building.
- 8.4 Where relevant when evaluating and reviewing grant funding programmes this should be through extensive well timed consultation of adequate duration with a representative range from the VCS.

Clarity of funding conditions, including funds available and eligibility to apply

- 8.5 Ensure all open calls for grant applications are publicised on Haringey Councils website and communicated through HAVCO and relevant VCS networks as appropriate. Ensure the information at this stage includes:
- The funding programmes priorities and how these support Council and Community Strategy priorities
 - Pre-qualification and assessment criteria against which applications will be assessed
 - Type and level of funding available
 - Duration of funding
 - Timetable showing when funding programmes become available, when applications need to be in and when a decision will be made
 - Documentation required
 - When applications need to be submitted
 - When a decision will be made
 - Who to contact for further information
- 8.6 Adequate notice will be given of new programmes before the application process starts. Where appropriate there will be positive targeting of groups who may have previously experienced limited access to funding and those who may be considered to be hard to reach.
- 8.7 In some cases there may be funding available for innovative projects that can only be delivered by a single or select group of providers. In these cases there will be a clear justification as to why a single or select group is invited to apply and this will be accurately documented.

- 8.8 The Councils Voluntary Sector Officers Group (VSOG) led by the Corporate Voluntary Sector Team (CVST) will work towards developing standardised application forms and monitoring and evaluation processes across Council departments by 31 July 2007.

To ensure transparency, consistency and fairness of approach

- 8.9 Resources will be allocated against clear, transparent and consistent criteria. The criteria should include pre-qualification and assessment criteria.
- 8.10 Information requested as part of the grant application process should be relevant to the decision and appropriate to the value of the funding being sought and the size of the organisation.
- 8.11 Applications will initially be assessed against the pre-qualification criteria. Failure to comply with these criteria will automatically fail the application. Pre-qualification criteria will include:
- Set of audited accounts or financial statement (if grant more than 3K)
 - Details of the management committee or equivalent which must include a Chair, Secretary, Treasurer or other equivalent responsible officers
 - Constitution and legal status
 - Details confirming they are a registered charity (if grant more than 1K)
 - Business plan or mission statement (if grant more than 3K)
 - Evidence setting out the majority of the organisations beneficiaries will be Haringey residents
 - Bank account details and authorised signatories
 - Equal opportunities policy (if grant more than 3K)
 - A reserves policy and information on the level of reserves (if grant more than 3K)
 - Acceptance that payments will only be made via BACS transfer (not cheque)
- 8.12 The assessment criteria will take into account:
- Fit with the Haringey Council and Community Strategy priorities
 - Value for money
 - Evidence of need upon which the application is based
 - Effectiveness of the proposed approach
 - Robustness of governance and management arrangements
 - Robustness of arrangements to ensure accountability
 - Robustness of project management and performance monitoring systems
 - How user involvement will influence service planning, management and delivery
 - Where appropriate how the organisation will work in partnership with other agencies
- 8.13 Appraisal of applications against the assessment criteria and recommendations for approval will be undertaken by officers. A scoring framework will be adopted so that the appraisal and subsequent recommendation is fully auditable.
- 8.14 Grant funding under 20K will be approved by the relevant lead member and Chief Officer based on recommendations made by officers. Grant funding over 20K will be

approved by the relevant Council Committee based on recommendations made by officers. In both cases, except where there is a separate and externally mandated approval regime.

- 8.15 Long term continuity funding distributed by the Councils Corporate Voluntary Sector Team will be approved by the Councils Voluntary Sector Committee based on recommendations made by officers.
- 8.16 Notification of grants awarded will be given as soon as possible after the decision is confirmed in writing.
- 8.17 Letters to successful applicants will set out how the funding will be used, when payment(s) will be made, mutually agreed targets / performance measures and details of the monitoring process. Large grants (over 10K) will be also covered by the Haringey Councils **standard terms and conditions of grant aid**.
- 8.18 If an application is unsuccessful reasons for refusal will be clearly set out along with who to contact to discuss the reason.

Effective monitoring and evaluation

- 8.19 Funded organisations can expect prompt and regular funding payments. Any advance payments will be the subject of discussion between Departments and the organisation.
- 8.20 Haringey Council needs to ensure that organisations are delivering in-line with the terms of conditions of grant aid, and are demonstrably providing a good service and giving value for money. This requires the organisation to submit monitoring information. The monitoring process in relation to grants is appropriate to the amount of funding given and in all cases will be professional and based on a dispassionate and objective process and assessment.
- 8.21 Haringey Council will inform the recipient organisation in advance what information is needed. This will include:
- Who needs the information and why
 - The type of information needed
 - Who will be responsible for collecting the information
 - How often to collect the information and by what method
- 8.22 It is likely that some or all of the following areas will form the basis of the monitoring process:
- The organisations work programme and projects
 - Services it provides
 - Who provides those services and in what way
 - How beneficiaries find out about and access the service
 - A beneficiary breakdown by ethnicity, age and geographical location (for grants more than 3K)
 - What measures are in place to obtain and report users views

- How and when the money is spent
- Financial information (refer to terms and conditions of grant aid)
- How and when premises are used and by whom
- What facilities and equipment are available
- The organisations decision making processes; who is accountable to whom and the effectiveness of the organisations management structures
- How needs are being met
- Minutes of the AGM
- Details of publicity undertaken

8.23 As with monitoring information, financial monitoring reports and their frequency should be commensurate with the scale of funding involved.

8.24 Notification of an intention to renew or terminate grants should be given at least 3 months in advance. This is to ensure that proper arrangements can be set in place for clients needs and any staff contracts.

8.25 If funding has to be scaled down for any reason then this will be undertaken between the relevant department and the organisation in such a way as to maintain the continued viability of the service and the organisation as far as possible and as appropriate.

8.26 For continuing grants Haringey Council will determine the amount of inflation to be included in the approved grant having regard to the estimated cost of inflation and the Councils overall budget. Where an inflationary increase cannot be made it will be necessary to review service levels, whilst ensuring quality and sustainability to service users.

8.27 It is important that there is uniformity in terms of the appeals process so that applicants are treated fairly. This will be particularly so if the terms and conditions of grant aid are applicable as the process for conducting appeals is contained therein.

9. Responsibilities of the recipient organisation

9.1 The VCS should recognise that receipt of public funds carries with it responsibilities to the funding body and the public who benefit from the services provided. The sector should undertake to pursue good practice in the use and administration of public funds appropriate to the scale of funding and operation.

9.2 As such Council officers responsible for distributing funding to VCS organisations should note that this good practice should cover:

- Clear and effective employment policies, management arrangements and procedures
- Robust Governance structures including adequate provision for Management Committee training and development.
- Effective and proportionate systems for the management, control, accountability, propriety and audit or examination of finances

- Compliance by organisations that hold charitable status with the accounting framework for charities and appropriate guidance from the Charity Commission on funding as well as on political activities and campaigning.
- Systems for planning and implementing work programmes
- Systems for monitoring and evaluating activities against agreed objectives
- Systems for quality assurance and accountability to service users, including complaints procedures and the involvement of users, wherever possible, in the development and management of activities and services.
- Policies for ensuring equality of opportunity in both employment practice and service provision.
- A policy covering the involvement of volunteers in service provision where appropriate
- Undertaking necessary CRB checks where necessary
- Adhering to Compact principles

10. Recommended action

10.1 To agree the specific recommendations in this report.

11. Financial Implications

11.1 There are no financial implications. However Departments will have to give consider allocating staffing resources in order to review existing practices in relation to the grant aiding of VCS organisations.

12. Comments of the Director of Finance

12.1 The Director of Finance has been consulted over the preparation of this report and has no further comments to make.

13. Comments of the Head of Legal Services

13.1 The Head of Legal Services notes the contents of the report and supports the recommendations.

13.2 The Corporate Legal Service should be consulted in relation to the updating of terms and conditions of grant aid.

14. Comments of the Head of Procurement

14.1 Clarity between grant funding and contracting will be helpful to officers and the VCS.

14.2 The introduction of 'standard terms and conditions of grant aid' will be a useful improvement, however these do need updating to current best practice standards and with Legal Services involvement.

14.3 Contract related funding is subject to all the usual procurement regulations requiring transparency and equal opportunity / treatment of bidders. The one exception to

contract award procedures relates to sheltered workshops or to contracts in the context of sheltered employment programmes where most of the employees concerned are handicapped persons who by reason or the nature or the seriousness of their disability cannot carry on occupations under normal circumstances.

15. Conclusion

15.1 The Executive is asked to support the recommendations in this report

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Agenda item:

The Executive**On 24 April 2007**Report Title: **Review of Council Representation on Outside Bodies**Report of: **Interim Director of Corporate Resources and Assistant Chief Executive (People and Organisational Development).**Wards(s) affected: **All**Report for: **Non Key Decision****1. Purpose****1.1** To review the relationship that the Council has with a large number of outside bodies**1.2** To suggest ways of assessing the benefits such involvement produces, both for the community and for the attainment of the Council's strategic priorities, to enable Members to reassess our current involvement from an informed standpoint.**1.3** To identify the governance issues that arise from this involvement and plan a suitable response to Members' concerns in this area.**2. Introduction by the Executive Member for Community Involvement and Deputy Leader**

I am pleased to bring this report to the Executive for approval.

This Executive takes our Community Leadership role extremely seriously. We are, above all, community representatives and both we and the Community have a great deal to gain by sitting on Outside Bodies.

The purpose of this report is to assess the benefit of such involvement, for the attainment of the Council's strategic priorities, and to enable Members to reassess our current involvement.

The main aim of the review was to scrutinise and evaluate the relationship the Council has with a large number of outside bodies and in terms of the demands it puts on the Council's resources.

I am pleased that this report responds to concerns expressed by my fellow elected Members about the implications for individual and corporate liability of taking on

responsibilities in the running of outside bodies.

I ask that Members of the Executive approve this report and its content.

3. Recommendations

1. That the Executive consider the proposals for Council representation outlined at paragraph 12.8 and decide in principle on the course to be followed, instructing Officers to come back with specific proposals for action.
2. That the Executive considers, as suggested at paragraph 12.9 of the report, whether there are more effective means by which the Council can keep up to date about and influence developments in outside bodies than by sending representatives.
3. That the Executive clarifies whether the Executive or full Council should deal with the appointments to outside bodies as detailed at paragraph 12.10 of the report and agrees that amendments to the Constitution are processed to reflect their decision.
4. That the further work identified in paragraph 12.13 of the report be undertaken.

Report Authorised by: **Interim Director of Corporate Resources and Assistant Chief Executive (People and Organisational Development).**

Signed: _____ Date: _____ Signed: _____ Date: _____

Contact officer:	John Suddaby	Ken Pryor
Position:	Legal Services	Member Services
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4. Director of Finance Comments

- 4.1** The Acting Director of Finance has been consulted on this report and considers that the financial risks are minimal and could, in the unlikely event that insurance premiums are raised, contain any small increase within existing resources.

5. Head of Legal Services Comments

- 5.1** The Head of Legal Services has been a joint contributor to this report and all relevant information is included in the report text.

6. Local Government (Access to Information) Act 1985

- 6.1** List of outside bodies (Appendix A)
 Questionnaire (Appendix B)
 Results of Survey of Outside Bodies (Appendix C)
 Responsibilities on Outside Bodies (Appendix D)
 Outline of the requirements of the use of the well-being power (Appendix E)

7. Strategic Implications

- 7.1** Member representation on outside and partnership bodies contributes to delivery of the strategic aims of the authority.

8. Financial Implications

- 8.1** Members' attendance at outside bodies are covered by their allowances payable under Part C7 of the Council's Constitution.
- 8.2** Sending representatives to outside bodies always presents a small risk that the Council's indemnity cover may be called on. If this occurred it could lead to the Council's insurance premium being raised with resultant budgetary implications.

9. Legal Implications

- 9.1** The legal implications are set out in the text of the report.

10. Equalities Implications

- 10.1** Member representation on outside bodies safeguards that objectives and delivery of service are in the interests of Haringey's diverse community.

11. Consultation

- 11.1** The Head of the Voluntary Sector Team has been consulted on this report.

12. Background

- 12.1** Each year the Annual General Meeting of the Council agrees the nomination or appointment of those Councillors who are to represent the Council on outside bodies for the next municipal year. Following earlier discussions at General Purposes Committee around the issue of indemnities and the breadth of bodies members were expected to be involved in, a review of outside bodies was embarked upon. The objective of the review was to:
- scrutinise and evaluate the relationship the Council has with a large number of outside bodies – to assess it in terms of the value such a relationship has for the attainment of the Council's aims, and in terms of the demands it puts on the Council's resources;
 - respond to concerns expressed by elected Members and by senior officers about the implications for individual and corporate liability of taking on responsibilities in the running of outside bodies.

- Identify any areas where improvements can be made to governance arrangements in this area.

The Council's representation / involvement in outside bodies has been considered in a series of external reviews, including the 2005 Audit Commission report on Governing Partnerships, The Ethical Governance Audit 2007 and the Partnerships Audit. This report is designed to also address those issues raised.

12.2 Survey of Outside Bodies

The review has included the sending out of a questionnaire to the large majority of outside bodies that the Council sends representatives to (as detailed in Appendix C). A copy of this questionnaire is attached to the report at Appendix B. It was designed to obtain information about the functioning of each body and provide some basis upon which Members could reasonably decide which bodies to continue to send representatives to. A copy of tabulated results of this survey is set out at Appendix C.

12.3 Range of Outside Bodies and Particular Duties and Liabilities Attached

The results of the review highlight the wide range of outside bodies that the Council sends representatives to. This large number groups into five main types of bodies:

- Association Bodies: cross London /regional bodies.
- Community Bodies: largely local management committees which are likely to be charitable trusts and may also be companies with the remainder being unincorporated associations.
- Partnership Bodies: local partnership bodies including a small number of company boards.
- Statutory Bodies: majority to do with Education functions but include AP&P Advisory Committee and Safer Communities Executive Board.
- Trusts, which may or may not be companies.

A detailed breakdown of the organisations in each of the above five categories to which the Council sends representatives is included at Appendix A.

Attached at appendix D is a short note on the different duties and liabilities that membership of these bodies involves.

12.4 Determining a policy for the future

The outcome of responses to the questionnaire will be one factor that members should take into account in determining the nature and extent of the Council's future involvements. Other factors include the particular duties and liabilities attached to different categories of bodies and to the different kinds of representation.

12.5 Sending Representatives to Outside Bodies

Sending representatives to outside bodies has been seen as a key constituent of the Council's involvement in the community and an expression of the Council's commitment to supporting local community activity. The Government's recent White Paper talks of fostering effective relationships with public, private, voluntary and community organisations in the borough.

Partnership activity, sponsored or supported by the Council will be a key feature of the future interface between Council and community and a key means for the achievement of Council objectives.

On the other hand there is legitimate concern about the liabilities that can be incurred individually or on behalf of the Council by Members who are nominated to represent the Council on these bodies.

Bearing this in mind, this report gives Members options to choose from in setting the level of Member involvement in outside bodies.

12.6 The Council's Powers

In sending representatives to outside bodies, the Council must ensure that it does so in accordance with its powers. These may derive from its position as a local authority, an education authority, or a social services authority or from other powers. It is important for both the Council and the representative that the statutory basis for each representation is made clear. In some cases the basis of participation will be the Section 2 Local Government Act 2000 well-being power and it will be important in each case for a check to be made that the requirements of the use of this power are met (see Appendix E) . Attached at Appendix A is a table showing all outside bodies by category and identifying under which power(s) Council representatives are sent.

12.7 Assumptions

The review and the options presented in this report proceed from a set of assumptions which Members are asked to consider:

- Ensuring Council representation at **Association bodies** which are largely made up of LGA and GLA sub bodies is politically very important for the Council and although the current list needs to be updated, it is assumed that Members will wish the present scale of such representation to continue
- Representation on **Statutory bodies** is obligatory
- Partnership working will demand increasing levels of commitment from Members and Officers and this will make it essential that regular assessments of the effectiveness of **Partnership bodies** in taking forward their's and the Council's policy aims are carried out. Member involvement in **Partnership bodies** may, depending on the nature of the body concerned, involve the additional responsibilities referred to below for **Community bodies**
- When at the request of the Council, Members become Directors, trustees or members of management boards of **Community bodies**, they take on additional responsibilities which must be discharged in the interests of the organisation concerned. This not only places more responsibility on the Members concerned but can produce conflicts of interest that may not easily be resolved. The proposed changes to the Members Code of Conduct that are likely to come into effect very shortly will not remove such conflicts of interest nor lessen their significance but will give greater freedom to Members to contribute to debates about organisations that they are involved in or are delegates for.. Alternative ways of working with these bodies short of representation, where there is a common interest based on their policies and

the Council's aims, should be considered that do not involve such conflicts of interests and the taking on of responsibilities for the organisation.

12.8 Suggested Option

The following proposals, based upon the assumptions set out above, are suggested for Members' consideration:

- The Council continues to send representatives to **Association, Statutory and Partnership bodies**. Issues to do with monitoring the effectiveness of Partnership Bodies and addressing governance issues raised by this kind of work will be addressed by a subsequent report.

And

- The Council continues to send representatives to **Community bodies**, including those that are charitable trusts/companies but instructs officers to conduct a review of each of these bodies according to the following criteria of whether the particular organisation :
 - has published annual accounts and that these were published on time;
 - has a written constitution;
 - has aims that are consistent with Council's Community Strategy;
 - has a guarantee limiting liability, where appropriate.
 - has a health and safety policy and implements this
 - has an employment policy, if it is an employer.
 - has regularly conducted CRB checks, where relevant.
 - has any appropriate licenses.
 - is such as to require the nature and size of representation currently in place (i.e. Member or Officer, Member of Committee, Director, Trustee).

The results of this review should be included in a further report inviting Members to confirm or amend existing Council authorised representation on these bodies.

12.9 Alternatives to Council Representation

Are there more effective means than sending representatives, by which the Council can keep up to date about and influence developments in particular outside bodies? Bearing in mind the demands on the time of Members and the responsibilities placed upon them as representatives, Members may wish to consider alternatives to the present arrangements with the aim of receiving information about the work of the organisation and listening to their concerns as well as presenting the Council's views and seeking feedback on these. Such alternatives could include:

- Members maintaining contact with outside bodies by arranging to visit and meet staff and see the work of the organisation.
- Attending the organisation's AGM or a committee meeting as a guest.
- Being briefed regularly by officers on developments

12.10 Appointments Procedure

The Council's constitution (at F 2. 13.02) allocates to the Executive the function of appointing officers or Members to outside bodies with the exception of

appointments to joint committees of two or more authorities. It has however been the practice for the Council AGM to make all such appointments and for subsequent full Council meetings to fill vacancies that occur during the year (this is reflected in Part E 1 and E 7 of the Constitution). In the light of this anomaly, Members may wish to consider which body is best placed to carry out this function and to propose any consequent amendments to the Constitution.

Members should note that in the case of joint committees/bodies discharging only “executive” side functions, there are legal requirements that Haringey’s Executive must make the appointments and only Executive Members can be appointed. In the case of joint committees with mixed executive and non-executive functions, any Member can be appointed by full Council but where two or more are chosen at least one must be an Executive Member. Apart from the appointment to these joint committees, it is open to each local authority to decide whether its appointments to outside bodies are made by its Executive or its full Council.

12.11 Indemnities and Insurance

At its meeting of 18 July 2005, the Council adopted resolutions indemnifying both officers and Members against certain liabilities incurred in the course of their work on behalf of the Council. The Council was advised that following publication of the Local Authorities (Indemnities for Members and Officers) Order 2004 it was entitled to grant such indemnities and to take out appropriate insurance. The two resolutions adopted specifically apply to any Member or Officer of the Council who accepts appointment or nomination by the Council as a member of an outside body, including appointment as a Director of a Company. The resolutions also apply the indemnities in similar terms to Members or Officers incurring certain liabilities while sitting as observers on outside bodies.

The terms of the indemnity make it clear that it will operate in subordination to any indemnity/insurance policy taken out by the outside body to which the Member or officer has been nominated.

12.12 Representation in a personal capacity

Members may take up positions on outside bodies in a personal capacity. They are not representing the Council and are not covered by the Council’s indemnity/insurance policy. Depending on whether their involvement is connected with their work as a ward councillor or has a public function, they will be expected to comply with relevant parts of the Code of Conduct.

12.13 Further issues to be considered:

Following Member decisions on the range of bodies to be covered (paragraph 12.8) consideration will need to be given to:

- Identifying governance issues that arise from the different range of outside bodies which the Council participates in, in particular relating to partnerships and producing a policy statement and guidance on these, including guidance on the different roles that Members and Officers have on these bodies. Work on drafting standard terms of reference and codes of conduct for partnership bodies is in progress.
- Proposals for giving support to Members and officers, including training, for their role as representatives. It is proposed that these include the setting up of

individual development sessions with Members who are Council representatives to raise awareness of their special responsibilities and support these Members in trying to ensure that appropriate governance arrangements are in place and being operated in the organisations concerned.

As part of the learning and development, Councillors will be made specifically aware of their legal position as a result of actions taken as a member of an outside body.

- Production of a draft constitution for use in partnership bodies and standard code of conduct to which all members of partnership bodies will be expected to sign up to.
- Options for ensuring that the Council is regularly updated on important developments taking place in outside bodies and kept aware of governance issues that arise in the functioning of those bodies and is able to agree on the appropriate measures to take in each case. This would include options for allowing Members to exercise their legal right to ask questions of Members or officers appointed to certain companies as provided by the Local Government & Housing Act 1989.
- Confirming the proper use of the well-being powers in sending representatives to outside bodies.

13. Conclusion

The following recommendations are made for decision by the Executive:

13.1 Proposals for future Council Representation on outside bodies

That the Executive consider the proposals for Council representation outlined at paragraph **12.8.** and decide in principle on the course to be followed, instructing Officers to report back as suggested.

13.2 Alternatives to direct representation

That the Executive considers, as suggested at paragraph **12.9** of the report, whether there are more effective means by which the Council can keep up to date about and influence developments in outside bodies than by sending representatives

13.3 Appointments

That the Executive review the current practice of appointing representatives at the Council meeting and decide on the appropriate body to discharge this function, as set out at paragraph **12.10** above.

13.4 Outstanding Issues

That the Executive instruct Officers to prepare a further report encompassing the issues raised at paragraph **12.13** above.

14 Use of Appendices / Tables

14.1 Appendix A contains details of all appointments to Outside Bodies by category.

14.2 Appendix B contains the questionnaire survey form to Outside Bodies.

14.3 Appendix C is the tabulated results of the questionnaire to Outside Bodies.

14.4 Appendix D details the different duties and liabilities that membership of these bodies involves.

14.5 Appendix E contains a brief outline of the requirements attaching to the use of the well-being power (Section 2 Local Government Act 2000)

All Appointments to Outside Bodies

Body Name	Statutory Powers for Making Member Appointments	Category
London Local Authority Arts Forum	Section 101 Local Government Act 1972 Section 20 Local Government Act 2000	Category: Association
Transport & Environment Committee London Councils	as above	Category: Association
Children, Young People and Families Forum London Councils	as above	Category: Association
Crime and Public Protection Panel London Councils	as above	Category: Association
Culture , Tourism and 2012 Forum London Councils	as above	Category: Association
Economic Development Forum London Councils	as above	Category: Association
Grants Committee London Councils	as above and section 48 Local Government Act 1985	Category: Association
Greater London Employment Forum London Councils	Section 101 Local Government Act 1972 Section 20 Local Government Act 2000	Category: Association
Health & Social Care Forum London Councils	as above	Category: Association
Housing Forum London Councils	as above	Category: Association
Leader's Committee London Councils	as above	Category: Association
London Housing Unit Executive Sub. Cttee London Councils	as above	Category: Association

Sectoral Joint Cttee. London Housing Unit Cttee. London Councils	as above	Category: Association
Thames Regional Flood Defence Committee Environment Agency	as above	Category: Association
The Board Greater London Enterprise Ltd	as above	Category: Association
General Assembly Local Government Association	as above and sections 141-143 Local Government Act 1972	Category: Association
Urban Commission Local Government Association	as above and sections 141-143 Local Government Act 1972	Category: Association
The Management Committee Local Government Information Unit	as above and sections 141-143 Local Government Act 1972	Category: Association
The Management Committee London Accident Prevention Council	Section 101 Local Government Act 1972 Section 20 Local Government Act 2000	Category: Association
National Steering Committee Local Authority Action for Southern Africa	Section 1 Local Government (Overseas Assistance) Act 1993	Category: Association
Members' Committee London Housing Consortium	as above	Category: Association
The Management Committee African-Caribbean Leadership Council	Sections 2-4 Local Government Act 2000	Category: Community
Age Concern London Conference	as above	Category: Community
Social and Management Committee Broadwater Farm Residents Association	as above	Category: Community
The Council Collage Arts	as above	Category: Community
The Management Committee Council of Asian People	as above	Category: Community
The Management Committee Haringey Chinese Centre	as above	Category: Community
The Management Committee	as above	Category: Community

The Management Committee Haringey Emergency Corps	as above	Category: Community
The Management Committee Haringey Irish Cultural & Community Centre	as above	Category: Community
The Executive Committee Haringey Racial Equality Council	as above and section 71 Race Relations Act 1976	Category: Community
Consultative Committee Highgate Wood	Sections 2-4 Local Government Act 2000	Category: Community
The Management Committee Hornsey (North London) YMCA	as above	Category: Community
The Management Committee Hornsey Parochial Charities	as above	Category: Community
Management Committee Jacksons Lane	as above	Category: Community
The Management Committee Markfield Project	Sections 2-4 Local Government Act 2000	Category: Community
The Executive Committee MIND in Haringey	as above	Category: Community
Open Door	as above	Category: Community
Mitchley Road Centre Management Committee Psychiatric Rehabilitation Association-Mitchley Rd	as above	Category: Community
Regional Committee (North Thames) London & Quadrant Housing Trust	as above	Category: Community
The Management Committee Relate North London	as above	Category: Community
The Association RFCA for Greater London	as above	Category: Community
Behaviour Improvement Programme	as above	Category: Partnership

Homes for Haringey
ALMO Board

as above and Section 27 Housing Act 1985

Category: Partnership

The Consultative Group
Haringey Community & Police Consultative Group

Section 6 Crime & Disorder Act 1998
and Sections 2-4 Local Government Act 2000

Category: Partnership

Community Legal Services
Haringey Community Legal Services Partnership

Sections 2-4 Local Government Act 2000

Category: Partnership

Better Places Partnership Board
Haringey Council (HSP)

as above

Category: Partnership

Children & Young People's Strategic Partnership Bd
Haringey Council (HSP)

as above

Category: Partnership

Enterprise Partnership Board
Haringey Council (HSP)

as above

Category: Partnership

Haringey Strategic Partnership Board
Haringey Council (HSP)

as above

Category: Partnership

Haringey Wellbeing Partnership Board
Haringey Council (HSP)

as above

Category: Partnership

Safer Communities Executive Board
Haringey Council (HSP)

as above

Category: Partnership

Education Business Partnership
Haringey Partnership

as above

Category: Partnership

The Partnership Board
The Bridge (Seven Sisters) NDC

as above

Category: Partnership

Tottenham Green Enterprise Centre
Tottenham Green Enterprise Centre

as above

Category: Partnership

London Limited
Urban Futures

as above

Category: Partnership

local Economic Partnership for Upper Lee Valley
Urban Futures London Limited

as above

Category: Partnership

The Steering Committee
Wood Green Town Centre Management

as above

Category: Partnership

Advisory Committee (Statutory) Alexandra Park and Palace	Section 9 & Schedule 1 Alexandra Park & Palace Act 1985	Category: Statutory
The Authority Lee Valley Regional Park Authority	Schedule 1 Lee Valley Regional Park Authority Act 1966	Category: Statutory
The Authority North London Waste Authority	Section 30 Environmental Protection Act 1990	Category: Statutory
Haringey Schools' Forum Haringey Council	Section 47A Schools Standards and Framework Act 1998 & S.I. 2002/2114	Category: Statutory
Schools Organisation Committee Haringey Council - Schools Organisation Committee	Section 24 Schools Standards and Framework Act 1998	Category: Statutory
School Admission Forum Haringey School Admission Forum	Section 85A Schools Standards and Framework Act 1998 and S.I. 2002/2900	Category: Statutory
Valuation Tribunal London (N West) Valuation Tribunal	Section 105 Local Government Act 2003 S.I. 1989/439	Category: Statutory
The Review Panel Continuing Care	Section 7B of the Local Authority Social Services Act 1970	Category: Statutory
Complaints Review Panel Adults and Social Care	Children Act 1989 and Adoption and Children Act 2002 and S.I. 2006/1738	Category: Statutory
The Conference Standing Advisory Council on Religious Education	Section 390 Education Act 1996	Category: Statutory
Finsbury Park Trust Fin Future	Sections 2-4 Local Government Act 2000	Category: Trusts
The Board Haringey Buildings Preservation Trust	as above	Category: Trusts
The Trust Selby Trust	as above	Category: Trusts
The Trustees Tottenham Grammar School Foundation	as above	Category: Trusts
The Management Committee Tottenham District Charity	as above	Category: Trusts

The Management Committee
Victim Support Haringey

as above

Category: Trusts

The Management Committee
Wood Green Urban District Charity

as above

Category: Trusts

14 July 2006

Contact Name.....

Name of Organisation.....

Address.....

Date.....

Contact Number.....

In what capacity does the Councillor serve on your organisation?

Please mention below the benefits (if any) to your organisation of the Council providing a nominee.

Do representatives appointed by the Council have voting rights on this body?

☐ Yes ☐ No

Do you provide indemnity cover for representatives?

☐ Yes ☐ No

Do you have a written constitution/ Articles of Association. If yes please supply a copy.

☐ Yes ☐ No

Do you publish annual accounts?

☐ Yes ☐ No

According to your constitution how many representatives do you require from the Council?

Do the representatives need to be Councillors?

Does the representative/s attend meetings? Please comment on this if you feel appropriate.

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Review Results

										Appendix C
Category	Body	Capacity of Councillor	Voting	Indemnity Cover	Written Constitution	Published Annual Accounts	Number of reps required	Do they need to be Councillors	Do reps attend	Any other Information
Partnership	Behaviour Improvement Programme	Steering Group Member	Yes	No	No	Yes	N/A	No	Yes	
Partnership	Haringey Education Business Partnership	Serves on the Board of Directors	Yes	Yes	Yes	Yes	One	Yes	Yes	Board meetings are held every two months.
Partnership	Tottenham Green Enterprise Centre	Acts as a non executive board member	Yes	Yes	No	Yes	One	Yes	Not Stated	Board meetings are the 1st meeting of every other month
Partnership	The Bridge NDC, Seven Sisters	Wards Councillors within the NDC area	Yes	Not stated	Yes	Yes	Five	Yes, with one exception - The CE	Yes	The Bridge NDC Partnership Board Meet approx 10 times per year with occasional away day/weekend events
Partnership	Urban Futures London Limited, Local Economic Partnership for Upper Lee Valley									Emailed Lorraine Watson 30.01.06 & again 02.02.06. Sent final letter assuming they no longer require Council involvement.
Partnership	Urban Futures London Limited	Members of the Board	Yes	Yes	yes	Yes	one	No	Yes	
Partnership	Wood Green Town Centre Management	Attends Steering group meeting about once a year.	No	No	No	No	Not stated	No	No	The Meetings are mainly a discussion forum for local businesses.
Community	African Caribbean Leadership Council	Advisor	No	No	Yes	Yes	N/A	Yes	Yes	Reps attend meetings and supply information on Council Proceedings.
Community	Age Concern London Conference	Member of Liaison Committee	Not answered	Yes	Yes	Yes	N/A	No	Not Stated	
Community	Broadwater Farm Residents Association	Has no representation	No	No	Yes	Yes	None	N/A	N/A	
Community	Collage Arts	Member of The Management Committee	No	Yes	Yes	Yes	Two	Yes	Yes	
Community	Council of Asian People	Part of Management Committee	No	No	Yes	Yes	Three	Yes	Yes	
Community	Haringey Consortium of Disabled People and Carers	N/A	No	Not stated	Yes	Yes	Not Stated	Not Stated	Not Stated	Haven't invited any Cllr's to any meetings but will be inviting them to the next meeting received 30.01.06
Community	Haringey Emergency Corps	Member of The Management Committee	Yes	Yes	Yes	Yes	None	Yes	Yes	Cllr Knight has attended meetings for many years along with ex-councillor Maureen Dewar

Review Results

Category	Body	Capacity of Councillor	Voting	Indemnity Cover	Written Constitution	Published Annual Accounts	Number of reps required	Do they need to be Councillors	Do reps attend	Any other Information
Community	Haringey's Irish Cultural & Community Centre	Member of the General Committee	Yes	Yes	Yes	Yes	Two	No	Yes	
Community	Haringey Chinese Centre	To give updates on Social Services, government and Council policies and the consultation	No	Yes	Yes	Yes	None	No	Yes, occasionally	
Community	Haringey Racial Equality Council	Representative of the Council	No	No	Yes	Yes	Two. No more the two persons form any Local Authority	No.	Yes	
Community	Highgate Wood Consultative Committee - City of London Corporation	Represents Local Residents and Businesses	Yes	Yes	No	Yes	Two	Yes	Cllr Bloch -Yes Cllr Simpson No	
Community	Hornsey Parochial Charities	Acts as Advisory to the charity	Not stated	No	Yes	Yes	Six	No	Yes	Meet four times a year
Community	Hornsey (North London) YMCA	Not Stated	Not stated	Not stated	Not stated	yes	Not Stated	Not Stated	Not Stated	
Community	Jacksons Lane	Committee Members	Yes	No	Yes	Yes	One	Yes	Yes	
Community	London and Quadrant Housing Trust	A member of the Committee	No	Yes	Yes	Yes	One	No	No	Attendance has been very poor. Meet four times a year.
Community	Markfield Project	Representative of the Council	No	No	Yes	Yes	None required by constitution	Yes, Ideally	Never Attended	
Community	Mind in Haringey	N/A	Yes	Yes	Yes	Yes	Their Constitution does not require them to have any.	N/A	N/A	
Community	Open Door	Representative of the Council	No	Yes	Yes	Yes	Not stated	Not stated	Yes	
Community	Psychiatric Rehabilitation	Member of The	Yes	Yes	Yes	yes	One	No	Yes	
Community	Relate North London	Act as observers	No	No	Yes	Yes	None	No	No	
Community	RFCA for Greater London	Representative of the Council	Yes	No	Yes	Yes	One	Yes	Yes, twice a year	

Review Results

Category	Body	Capacity of Councillor	Voting	Indemnity Cover	Written Constitution	Published Annual Accounts	Number of reps required	Do they need to be Councillors	Do reps attend	Any other Information
Trust	Fin Future	To sit on the board and represent the Borough	Yes	No	Yes	Yes	One	Yes	Has not receive a representative	The Councillor would be required to attend a monthly Board meeting
Trust	Haringey Buildings Preservation Trust	Board Member	Yes	Yes	Yes	Yes	Five	Yes	Yes	
Trust	Selby Trust	Serve's as Trustee	Yes	No	Yes	Yes	Three	Yes	Yes	
Trust	Tottenham Grammar School Foundation	Serve's as Trustee	Yes	No	Yes	Yes	Two	No	Yes	
Trust	Tottenham District Charity	Serve's as Trustee	Yes	No	Yes	Yes	Seven	No	Yes	
Trust	Victim Support Haringey	Trustee on Management Committee	Yes	No	Yes	Yes	Not stated	Not stated	Varies	
Trust	Wood Green Urban District	Serve's as Trustee	Yes	No	No	Yes	Five	No	No	

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Appendix D

Councillors Responsibilities when sitting on Outside Bodies

The general rule is that if you are a member of a board of directors of a company, a board of trustees or of a management board of a community association then you should act in the best interests of that body even where those interests conflict with those of the Council. This is one of the reasons why you have to declare an interest if you are in a meeting which is discussing the organisation.

Below you will find a brief overview of duties and liabilities you incur when you take part in the work of outside bodies.

Companies and Directors

Companies whether limited by guarantee or shares are incorporated and have their own legal personality separate from the Directors or shareholders. Directors however owe personal duties to the company which can result in personal liability if not fulfilled. You should note that most charities big enough to have paid staff are also companies limited by guarantee. You may be called a Trustee or a Management committee member but it is very likely you are also a company director.

There are four broad categories of duties owed to a company by its directors.:

- **fiduciary duties** (a duty of good faith). These include a duty to act in what you honestly believe to be in the company's best interests, to take care of its assets and not to use your position in the company for your own personal gain. It is also a Directors fiduciary duty to ensure there is no conflict between their role as Director and other interests they may have.
- **a duty of care and skill**, but a director requires no greater skill than might reasonably be expected of someone of that individual's particular knowledge and experience. A director is not deemed to be an expert, but is expected to use due diligence and to obtain expert advice if necessary.
- **an obligation to comply with legislation**, e.g.licensing law and the Companies Acts which includes filing annual returns and accounts, maintaining statutory registers, ensuring independent auditing of accounts.
- **Compliance with the internal management rules** of the company

Directors will risk personal liability in the following circumstances:

- Knowingly acting outside the powers of the Company
- Breach of fiduciary duty
- Negligence
- Trading when insolvent (wrongful trading)

- Fraudulent trading
- Failure to comply with Companies' Acts

Trading when insolvent - Wrongful trading

If a director knows or ought to know that there is no reasonable prospect of the company avoiding liquidation, a Court may require that director contribute to the company's assets on liquidation if the company continues to trade. No such order will be made if the Court is satisfied that the director took all reasonable steps to minimise the loss to the creditors. If a director has concerns about the company's financial position then they would be well advised to inform the other directors and seek advice from the company auditors. They should try to ensure that further debts are not incurred.

Trusts and Charity Trustees

Trustees' prime duties are:

- **to act in accordance with the trust deed and to protect the charity's assets.**
- **To comply with the Charities Acts**, including ensuring that the information relating to the trust and trustees is registered with the Charity Commissioners and that annual account and returns are completed and sent.
- **not to make a private profit** from their position.
- **To perform their duty with the standard of care**, which an ordinary, prudent business person would show.
- **To comply with their statutory duties** including those in relation to tax matters

Trustees must not act in **breach of trust**, for example, they must not:

- act outside the scope of the trust deed – e.g if the charity's aim is to relieve poverty amongst elderly people then it cannot campaign about animal welfare or the war in Iraq – even if the trustees feel strongly about such issues.
- fall below the required standard of care
- make a personal profit from the trust assets
- Carry out campaigning or political activities in breach of their governing document and must only carry out such activities if they will be an effective means of furthering the purposes of the Charity.

Where trustees act in breach of trust, they may incur personal liability for losses incurred.

Community Associations

Other groups, which are not charitable trusts or limited companies, are classified in legal terms as "unincorporated associations". An unincorporated organisation may be charitable and may register as a charity. It has no separate legal identity apart from its members. The rules governing the members' duties and liabilities will be set out in a constitution, which is simply an agreement between the members as to how the organisation will operate.

Usually the constitution will provide for a management committee to be responsible for the everyday running of the organisation.

Management Committee members must act within the constitution, and must take reasonable care in exercising their powers. Any individual member of the management committee who acts outside the authority given to him or her will be personally liable and will not be entitled to an indemnity unless the action is subsequently ratified by the management committee or all the members of the organisation.

Association and Statutory Bodies

Most of these are Joint Committees of the Association of London Government or the Local Government Association set up by agreement between the Councils concerned. There are also statutory bodies on which Haringey must be represented like the North London Waste Authority which comprises representatives of 7 constituent Boroughs. These bodies will have their own legal status, constitution, code of conduct and officer support. Members will be appointed in a full voting capacity with power to take decisions on behalf of the body. Members will owe a primary duty to the body, when acting on its business, rather than to Haringey Council. They should make up their own minds on the merits of any decision, taking into account any professional advice they receive, as distinct from feeling bound by the interests of Haringey.

Partnership Boards

These may be companies, unincorporated associations or more usually informal groupings without any constitution or other legally enforceable rules. Where they are informal groupings then decision making is usually indicative and dependent on ratification by constituent bodies. In these circumstances, Members or officers on these boards must take care not to pre-empt the Council's decision-making as this could lead to challenges on the basis that the Council's discretion has been fettered.

Responsibility to the Members Code of Conduct

Members will be expected to follow the Haringey Code of Conduct in all their dealings on outside bodies except where they are sitting on a public body which has its own code of conduct, when they will be expected to follow that Code.

Members must be alive to possible conflicts of interests and seek advice about personal or prejudicial interests arising out of their participation in an outside body.

In some exceptional cases where the conflict of interest between their role as a Councillor and their membership of the outside body is fundamental and irresolvable then they may have to resign from the outside body.

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Use of the Well-being powers under Section 2 of the Local Government Act 2000.

The following brief account of the Section 2 well-being power is tailored to its application to the sending of Council representatives to sit on outside bodies. This may involve expenditure by the Council, committing the Council to a course of action or involve Council representatives in duties and responsibilities that can expose the Council or the representatives themselves to risk.

Section 2 (1) of the Local Government Act 2000 states:

Every local authority are to have power to do anything which they consider is likely to achieve any one or more of the following objects-

- (a) the promotion or improvement of the economic well-being of their area,
- (b) the promotion or improvement of the social well-being of their area, and,
- (c) the promotion or improvement of the environmental well-being of their area.

The power can be exercised for the benefit of the whole or part of the local authority's area or for the benefit of all or any persons resident or present in a local authority's area.

It allows a local authority to incur expenditure for these purposes, to give financial assistance to any person, enter into arrangements or agreements with any person, to co-operate with any person, co-ordinate the activities of any person, and provide staff, goods, services or accommodation to any person in pursuance of the section 2 (1) purposes.

Limitations on the use of the power

While it is therefore a wide power without significant limitation, two restrictions on its use must be always born in mind:

1. The power may not be used where an express legislative provision prohibits or limits the authority's power to act in that area.
2. The power does not enable an authority to raise money.

“Having regard to the community strategy”

In deciding how or whether to use the power, an authority must have regard to their community strategy. This does not mean that if there is no reference in the community strategy to the specific purpose for which the powers are to be used – in this case the involvement of the Council in supporting a particular outside body - the power cannot be used. Providing it can be shown that in exercising the power to appoint representatives to the body concerned, the community strategy was considered then the legislation will have been complied with. In most cases the appointment will be consistent with the aims of the strategy but even where this is not the case, the power may still be used, providing the strategy has been considered and there are sound reasons for the proposal independent of the community strategy.

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Agenda Item

The Executive*On 24 April 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 23 - 25 (2006-7) have not previously been reported.

2. Recommendations

That the report be noted.

Report authorised by: Ita O'Donovan, Chief Executive

Contact officer: Richard Burbidge

Telephone: 020 8489 2923

4. Access to information:

Local Government (Access to Information) Act 1985

4.1 Background Papers

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

Executive Member Consultation Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

1. DIRECTOR'S ACTION – 2006-07

Exempt forms are denoted by ♦

No	Directorate	Date received in EMO	Date approved by Director	Date approved by Executive Member/ Leader	Title	Decision
23.	Adult, Culture and Community	14.03.07	J.Morris 09.03.07	B.Haley 12.03.07	Setting of Recreation Services Fees and Charges 2007/08	Approval to average increases in fees and charges in line with the Council inflation of 2.5% and approved efficiency saving increases.
24.	Finance	15.03.07	G.Almeroth 15.03.07	A.Mallett G.Meehan 15.03.07	London Insurance Mutual Company – Cash Deposit	Approval to provide a cash deposit of £160,500 as part of the guarantee to ensure Haringey's participation in the Mutual and to the delegation to the Acting Director of Finance for other matters in respect of the actions required to progress the Council's membership of the mutual including agreeing the articles of association and rules of the company.
25.	Chief Executives	30.03.07	J.Holliday 26.03.07	L.Reith 30.03.07	Implementation of Haringey's Compact	Approval to disbursement of a grant of £18,250 to HAVCO in order to cover staff costs for the Compact workers post for the period 1 April 2007 – 31 March 2008; and to the Haringey Compact Implementation Group (HCIG) making recommendations on the Compact operational budget of £15,000 with the final approval to be made by the Head of the CVST. All usual financial regulations to apply.

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Agenda Item

The Executive*On 24 April 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. Significant actions (decisions involving expenditure of more than £50,000) taken during the same period are also detailed.

2. Recommendations

That the report be noted.

Report authorised by: Ita O'Donovan, Chief Executive**Contact officer:** Richard Burbidge**Telephone:** 020 8489 2923

4. Access to information:

Local Government (Access to Information) Act 1985

4.1 Background Papers

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

Delegated Decisions and Significant Actions Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

ASSISTANT CHIEF EXECUTIVE (PPP&C)

Significant decisions – March 2007

♦ denotes background papers are Exempt.

Items in **bold** denote agreed decisions over £50k

No	Date approved by Director	Title	Decision
1.	13/03/07	Community Leadership Course	Agreed

Delegated Action	
Type	Number
Emergency funding for Jackson’s Lane Community Centre	
Implementation of Haringey’s Compact	

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DIRECTOR OF Urban Environment

Significant decisions - Delegated Action 2006/7 - March

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	19/3/07	Haringey Climate Change Project	CSO 6.03&11.02 – to let the contract to SEA/RENUE via NRF/SSCF for £24,297.50
2.	26/3/07	Tottenham Re:Invigorate Seminar	CSO 6.03 – to let the contract for facilitating this seminar to BURA - £12,000
3	22/3/7	Renewal of IT Support Contract for the London North Coroners Jurisdiction	CSO 6.03 – to let the contract for Coroners IT support to Infotech Network Solutions for £9,275.00
4.	29/3/07	Access Audit Training – Inclusive Solutions	CSO 6.03 – to award contract to Inclusive Solutions - £9,257.50
5	29/3/07	Haringey Cycle Training Contract 2007/8	CSO 11.02 – to award contract for Cycle Training to Cycle Training UK - £80,000

Delegated Action	
Type	Number
CSO's	5
Delegated authority	0

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DIRECTOR OF Urban Environment

Significant decisions - Delegated Action 2006/7 - March

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	20/3/07	Moreton Road N17 – Better Haringey Estate Improvement Programme	CSO 6.3 – to renew floor covering to communal halls and stairways at Moreton Road to Linbrook Services Ltd for £22,452 over 3 weeks.
2.	20/3/7	Moreton Close N17 – Better Haringey Estate Improvement Programme	CSO 6.3 – to renew floor covering to communal halls and stairways at Moreton Close to Linbrook Services Ltd - £20,847 over 3 weeks
3	15/3/07	Fladbury Square N15 Environmental Works NDC	CSO 11.2 To award contract to TE Beach Ltd to carry out environmental improvements - £287,404
4.			
5			

Delegated Action	
Type	Number
CSO's	3
Delegated authority	0

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MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
TUESDAY, 13 MARCH 2007

Councillors *Mallett (Chair), *Diakides, Haley and *Meehan

*Present

MINUTE NO.	SUBJECT/DECISION	ACTION BY
PROC42.	APOLOGIES FOR ABSENCE (Agenda Item 1) Apologies for lateness were received from Cllr Diakides.	
PROC43.	MINUTES (Agenda Item 5) RESOLVED That the minutes of the meeting held on 13 February 2007 be approved and signed	HLDMS
PROC44.	PROCUREMENT OF AN ICT MANAGED SERVICES PROVIDER (MSP) FOR THE BUILDING SCHOOLS FOR THE FUTURE PROGRAMME (Report of the Director of the Children and Young Peoples' Service - Agenda Item 6) We noted the procurement process underway and the progress made to date in the procurement of an ICT (Information and Communications Technology) Managed Service Provider (MSP) for the Building Schools for the Future (BSF) programme. Clarification was sought of the figure of £194 million quoted in paragraph 4.1 of the report in relation to the amount of BSF funding the Council had secured to spend on improving their secondary school buildings, to build a new secondary school and a sixth form centre as opposed to the £178 million advised previously. We were advised that the sum now quoted included the Learning and Skills Council Funding contribution to the Sixth Form Centre and other associated funds which were being included in one portfolio. Clarification having also been sought of the budget for the Sixth Form Centre, we noted that the capital provision had been made before the BSF Funding Allocation Model was agreed between the Partnership for Schools/DfES and the Council in February 2005. A capital amount was set aside to cover the acquisition and commissioning of the new infrastructure and equipment and revenue budgets would be applied to support the ongoing support of the infrastructure for the 5 year period. It was intended that when the MSP was appointed, the BSF estate would then be rolled in and managed through the central support contract. Assurance having been sought that the £28 million budget for ICT investment would not be exceeded we were informed that all elements of the BSF budget were cash limited and a commitment had been given to the BSF Programme Board that there would be adherence to the limits	

MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
TUESDAY, 13 MARCH 2007

	<p>on the ICT and the Construction streams.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. That the procurement procedure currently underway and progress to date as set out in the interleaved report be noted. 2. That it be noted that the was the first of three reports on procurement procedure for the ICT Managed Service the third of which would recommend the Award of the Contract for a Service Provider. 3. That Members of the Committee be supplied with a briefing note which provided a reconciliation between the two amounts of BSF funding quoted as being available to the Council. 	DCYPS
PROC45.	<p>OLDER PEOPLE NURSING CARE BEDS: AWARD OF CONTRACT (Report of the Director of Adult, Culture and Community Services - Agenda Item 7)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information)</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. That, in accordance with CSO 11.3, approval be granted to award the two contracts to Kenwood Nursing Home and Newstead Nursing Home on the terms and conditions set out in the interleaved report. 2. That it be noted that purchasing beds with the providers in 1 above would provide both a fair price and financial security to the Council during the period of the contract. 	DACCS
PROC46.	<p>TIER 2/3 YOUNG PERSONS SUBSTANCE MISUSE: CONTRACT EXTENSION (Report of the Assistant Chief Executive (Policy, Performance, Partnerships And Communications) - Agenda Item 8)</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 any particular person (including the Authority holding that information)</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. That, in accordance with Contract Standing Order 13.2, approval be granted to an extension of the Tier 2/3 Young Persons Substance Misuse Service Contract to the Mental Health Trust on 	ACE-PPPC

MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
TUESDAY, 13 MARCH 2007

	<p>the terms and conditions set out in the interleaved report for a period of 3 months, commencing on 1 April 2007.</p> <p>2. That it be noted that the extension would support incoming contractors to manage the change over process and ensure that vulnerable young people in Haringey continued to have access to a substance misuse service.</p>	
PROC47.	<p>TIER 2/3 YOUNG PERSONS SUBSTANCE MISUSE: CONTRACT AWARD (Report of the Assistant Chief Executive (Policy, Performance, Partnerships and Communications) Agenda Item 9)</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 any particular person (including the Authority holding that information)</p> <p>RESOLVED</p> <p>1. That, in accordance with Contract Standing Order 11.03, approval be granted to award the Tier 2/3 Young Persons Substance Misuse Service Contract to In-volve on the terms and conditions set out in the interleaved report for a period of 33 months, commencing on 1 July 2007, with an option to extend for a further period of up to 12 months.</p> <p>2. That it be noted that the Contract had been tendered in line with the Procurement Code of Practice, with the details of the scoring set out in the Appendix to the interleaved report, and that although this award of contract was not for the lowest bid, it represented best value to the Council.</p>	ACE-PPPC
PROC48.	<p>TIER 2/3 STIMULANT/POLYDRUG TREATMENT SERVICE: AWARD OF CONTRACT (Report of the Assistant Chief Executive (Policy, Performance, Partnerships And Communications) Agenda Item 10)</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 any particular person (including the Authority holding that information)</p> <p>RESOLVED</p> <p>1. That, in accordance with CSO11.3, approval be granted to award the Stimulant/Polydrug Treatment Service to the Community Drug Project on the terms and conditions set out in the interleaved report for a period of 34 months, commencing on 1 June 2007, with an option to extend for a further period of up to 24 months.</p> <p>2. That it be noted that the Contract had been tendered in line with</p>	ACE-PPPC

MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
TUESDAY, 13 MARCH 2007

	the Procurement Code of Practice with the details of the scoring set out in the Appendix to the interleaved report and that although this award of contract was not for the lowest bid, it represented best value to the Council.	
PROC49.	<p>MEASURED TERM CONTRACT FOR THE REACTIVE BUILDING FABRIC REPAIRS AND MINOR MECHANICAL AND ELECTRICAL WORKS 2007/8 (Report of the Acting Director of Finance - Agenda Item 11)</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 any particular person (including the Authority holding that information)</p> <p>Clarification having been sought as to why the report recommended acceptance of other than the lowest tender submitted, we were advised that in practice the more integrated service provision from Inspace with their policy of multi-skilling of their trade's personnel would show significant efficiency improvements in the delivery of the service and that such savings would more than compensate for the differences in the projected cost comparisons.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. That, in accordance with CSO 11.3, approval be granted to award the Measured Term Contract for the Reactive Building Fabric Repairs and Minor Mechanical and Electrical Works 2007/8 covering the works as set out in paragraph 5.3 of the interleaved report to Inspace on the terms and conditions set out in the interleaved report for a period of 1 year, commencing 1 April 2007. 2. That it be noted that the use of Haringey's existing construction framework agreements was not possible as the type of reactive work to be undertaken and had not formed part of the initial specification for the framework agreements. 3. That it be noted that from April 2008 it was proposed that the delivery of both reactive and planned maintenance works would be integrated under one contract and that this would be procured through the 'Official Journal of the European Union', likely to be based on a partnering approach and that at this stage it would not be practical to consider combining these two work elements due to the timescales required and the works that would still need to be undertaken to deliver such a proposal. 	HP