



NOTICE OF MEETING

Cabinet

TUESDAY, 19TH JUNE, 2007 at 19:30 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Meehan (Chair), Reith (Vice-Chair), Adje, Amin, Basu, Canver, Diakides, Haley, B. Harris 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 below. New items of exempt business will be dealt with at item below).

3. DECLARATIONS OF INTEREST

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

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

4. MINUTES (PAGES 1 - 10)

To confirm and sign the minutes of the meeting of the Executive held on 24 April 2007.

5. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

6. MATTERS, IF ANY, REFERRED TO THE EXECUTIVE FOR CONSIDERATION BY THE OVERVIEW AND SCRUTINY COMMITTEE (PAGES 11 - 52)

- (a) Report of the Scrutiny Review of Extended Services In and Around Schools (To be introduced by Councillor Newton).
- (b) Report of the Scrutiny Review of Fly Tipping (To be introduced by Councillor Winskill).

Note by Head of Local Democracy and Member Services

Following consideration of the Fly Tipping Scrutiny Review by the Overview and Scrutiny Committee there were further developments.

The Panel's report acknowledged that a substantial amount of Fly Tipping was associated with Houses in Multiple Occupation (HMO). There were now two internal projects dealing with this issue.

- A Value for Money Review of Planning Enforcement which would consider planning policy and enforcement to restrain the development in HMOs; and
- A pilot of HMO discretionary licensing which would look at ways of controlling poor HMO management

Consequently the Panel wished to add the following additional recommendation to the report -

That the Director of Urban Environment ensure that the prevention of Fly Tipping is a priority output and that proposals arising from the two internal projects dealing with Houses in Multiple Occupation be reported back to the Overview and Scrutiny Committee within three months of them being completed.

(The Chair of the Overview and Scrutiny Committee concurs).

7. PROGRAMME HIGHLIGHT REPORT - APRIL 2007 (PAGES 53 - 122)

(Report of the Chief Executive – To be introduced by the Leader) To provide highlight reports for all the Council's corporately significant projects, covering the period up to the end of April 2007.

8. TOWARDS EXCELLENCE - THE COUNCIL'S END OF YEAR PERFORMANCE - APRIL 2006 TO MARCH 2007 (PAGES 123 - 172)

(Report of the Chief Executive – To be introduced by the Leader): To review 2006/07 service performance against the Council's basket of key indicators reported in a balanced scorecard format.

9. THE DRAFT COUNCIL PLAN 2007 - 2010 (PAGES 173 - 220)

(Report of the Chief Executive): To present the draft Council Plan for 2007 – 10.

10. ACHIEVING EXCELLENCE (PAGES 221 - 242)

(Report of the Chief Executive – To be introduced by the Leader) To set out a framework designed to deliver excellent services.

11. FINANCIAL OUTTURN 2006/07 (PAGES 243 - 276)

(Report of the Acting Director of Finance- To be introduced by the Cabinet Member for Resources): To report the out-turn for revenue and capital spending for 2006/07 and approve any carry forward requests.

12. CONNEXIONS SERVICES FROM APRIL 2008 (PAGES 277 - 288)

(Report of the Director of the Children and Young People's Service – To be introduced by the Cabinet Member for Children and Young People): To report on the development of proposals for the delivery of Connexions services from April 2008.

13. HARINGEY CATERING SERVICE (PAGES 289 - 298)

(Report of the Director of the Children and the Young People's Service – To be introduced by the Cabinet Member for Children and Young People): To propose arrangements for school catering.

14. PROVISION FOR GYPSIES AND TRAVELLERS (PAGES 299 - 316)

(Report of the Director of Urban Environment – To be introduced by the Leader): To consider the recommendations of the CRE report 'Common Ground' together with the CRE feedback and agree the proposed strategic approach in Haringey.

15. HOMES FOR HARINGEY (QUARTERLY REPORT) (PAGES 317 - 334)

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Housing): To provide a quarterly update on Homes for Haringey Performance and Finance.

16. EXECUTIVE RESPONSE TO THE SCUTINY REVIEW OF ACCESS TO HEALTH SERVICES FOR ADULTS WITH PROFOUND AND MULTIPLE LEARNING DISABILITIES (PAGES 335 - 346)

(Report of the Director of Adult, Culture and Community Services – To be introduced by the Cabinet Member for Adult, Social Care and Wellbeing): To propose a Cabinet response to the recent Scrutiny Review.

17. ESTABLISHMENT OF THE PROCUREMENT COMMITTEE AND VOLUNTARY SECTOR GRANTS COMMITTEE (PAGES 347 - 350)

(Report of the Chief Executive – To be introduced by the Leader): To recommend the establishment of the two decision making committees of the Executive for the 2007/08 municipal year, their membership and terms of reference.

18. APPOINTMENT OF REPRESENTATIVES TO SERVE ON THE HARINGEY STRATEGIC PARTNERSHIP AND ITS THEME BOARDS (PAGES 351 - 356)

(Report of the Chief Executive – To be introduced by the Leader): To propose the appointment of Members to serve on the Haringey Strategic Partnership and its Theme Boards.

19. URGENT ACTIONS IN CONSULTATION WITH CABINET MEMBERS (PAGES 357 - 360)

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

20. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (PAGES 361 - 366)

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

21. MINUTES OF SUB-BODIES (PAGES 367 - 378)

Procurement Committee – 17 April 2007
Procurement Committee – 17 May 2007
Executive Member Crime and Community Safety – 18 May 2007

22. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 2 above.

23. EXCLUSION OF THE PRESS AND PUBLIC

24. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at 2 above.

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11 June 2007

**MINUTES OF THE EXECUTIVE
TUESDAY, 24 APRIL 2007**

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

*Present

Also Present: Councillor Engert, Newton, Hoban and Williams.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
TEX201.	<p>APOLOGIES FOR ABSENCE (Agenda Item 1)</p> <p>Apologies for absence were submitted by Councillors Canver and Haley. Apologies for lateness were submitted by Councillors Amin and B.Harris.</p>	
TEX202.	<p>MINUTES (Agenda Item 4)</p> <p>RESOLVED:</p> <p>That the minutes of the meeting of the Executive held on 20 March 2007 be confirmed that signed.</p>	HLDMS
TEX203.	<p>PRESENTATIONS/DEPUTATIONS/PETITIONS/QUESTIONS (Agenda Item 5)</p> <p><u>Annual Audit and Inspection Letter</u></p> <p>We received a presentation from Mike Haworth-Maden and Sheila Hill of the Audit Commission on the Annual Audit and Inspection Letter. We noted that the Letter provided an overall summary of the Audit Commission's assessment of the Council and that it drew on the findings and conclusions from:</p> <ul style="list-style-type: none"> • the audit of the Council; • the corporate assessment undertaken in June 2006; • inspections that had 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. <p>We also noted that although the letter was addressed to the Council and had been written for Councillors that it was available as a public document for stakeholders, including members of the community served by the Council.</p> <p>We were advised that the Letter's main messages were:</p> <ul style="list-style-type: none"> • the Council was 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 	

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	<ul style="list-style-type: none"> • the Council received an unqualified conclusion on its arrangements for securing value for money during 2005/06. <p>In terms of action needed by the Council, we noted that the Council needed to:</p> <ul style="list-style-type: none"> • 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. <p>Questions having been put by Members of the Executive and answers given, our Chair thanked Mike Haworth-Maden and Sheila Hill for their attendance and their presentation.</p>	
<p>TEX204.</p>	<p>ANNUAL AUDIT AND INSPECTION LETTER (Report of the Acting Director of Finance – Agenda Item 6)</p> <p>RESOLVED:</p> <p>That approval be granted to the following actions in response to the issues set out in the Audit Commission’s annual audit and inspection letter –</p> <p><u>Improve social services for adults, in particular to support better adults with mental health problems.</u></p> <p>An action plan that included particular improvements in mental health services had been developed and was now being implemented.</p> <p><u>Develop further its approach to tackling homelessness and regenerating the borough</u></p> <p>An updated homelessness strategy was approved in March 2007 and this was a key driver for tackling this issue.</p> <p>A number of key regeneration projects were being progressed through the existing project management arrangements.</p> <p><u>Continue to enhance risk management across the Council and its partnerships</u></p> <p>The Council was continuing to enhance its risk management processes and this was a key feature of business planning.</p>	<p>DF</p>

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	<p><u>Continue to implement its action plan to improve the project and financial management of major projects</u></p> <p>The action plan had been implemented and the progress of major projects would continue to be monitored through the programme highlight reporting process.</p> <p><u>Embed the improved arrangements for securing value for money Council-wide</u></p> <p>The Council would continue its drive for improving value for money. It was a key component of the business planning process and a rolling programme of value for money reviews was continuing. An additional structured programme for achieving excellent services and delivering more efficiency savings was being developed.</p>	
<p>TEX205.</p>	<p>MATTERS, IF ANY, REFERRED TO THE EXECUTIVE FOR CONSIDERATION BY THE OVERVIEW AND SCRUTINY COMMITTEE (Agenda Item 7)</p> <p><u>Scrutiny Review of Improving the Health of People with Profound and Multiple Learning Disabilities</u></p> <p>We received a presentation which outlined the key findings contained in the report of the Overview and Scrutiny Committee's Review on Improving the Health of People with Profound and Multiple Learning Disabilities. Having noted that a number of the recommendations would involve discussions with the TCPT, we</p> <p>RESOLVED:</p> <p>That the report be noted and, in accordance with the requirements of the Constitution, officers be requested to submit an Executive response to our meeting on 19 June 2007 including a detailed tabulated implementation action plan.</p>	<p>DACCS</p>
<p>TEX206.</p>	<p>PROGRAMME HIGHLIGHT REPORT - FEBRUARY 2007 (Report of the Chief Executive – Agenda Item 8)</p> <p>In response to questions asked we noted the following –</p> <ul style="list-style-type: none"> • Bright Futures and the BSF Programme - The PFI Deed of Variation would be signed by the end of May and it was not anticipated that this would affect the BSF capital programme. • Bright Futures and the BSF Programme – A delay in the St. Thomas More School scheme had arisen because of a change of project managers. New project managers had now been appointed and it was hoped that part of the lost time could be recovered. • Sure Start Children's Centres - Approval had now been received from the Sure Start Central Unit in respect of Welbourne and 	

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	<p>Earlsmead. Although approval for Seven Sisters was still awaited, there was not thought to be a problem.</p> <ul style="list-style-type: none"> • Sure Start Children's Centres – The reduction in the contingency for the South Haringey Children's Centre was thought to be as a result of a design error which was to be addressed under the terms of the contract. • Sure Start Children's Centres – Recharge of Corporate Legal and Procurement Costs. A written response would be provided to Councillor Engert and to all Members of the Executive on the outcome of a review. <p>RESOLVED:</p> <p>That the report be noted.</p>	DCYPS
TEX207.	<p>THE COUNCIL'S PERFORMANCE - FEBRUARY 2007 (Joint Report of the Chief Executive and the Acting Director of Finance – Agenda Item 9)</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the report be noted. 2. That approval be granted to the virements set out in section 14 of the interleaved report. 	DF
TEX208.	<p>BEST VALUE INDICATOR TARGETS FOR 2007/08 - 2009/10 (Report of the Assistant Chief Executive (Policy, Performance, Partnerships and Communications) – Agenda Item 10)</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 Council was required to publish its performance against the best value performance indicators at the end of April with the Council Plan for 2007/10.</p> <p>RESOLVED:</p> <p>That approval be granted to the targets for the Best Value performance indicators as set out in the Appendix to the interleaved report.</p>	ACE-PPPC
TEX209.	<p>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 – Agenda Item 11)</p> <p>RESOLVED:</p> <p>That approval be granted to the commencement of statutory consultation on the re-organisation of Moselle and William C. Harvey special schools into one primary and one secondary special school and it be noted that this would enable the first</p>	DCYPS

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	stage of the Inclusive Learning Campuses to commence.	
TEX210.	<p>DRAFT STATEMENT OF COMMUNITY INVOLVEMENT (Report of the Report of the Director of Urban Environment – Agenda Item 12)</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 Council had to submit the draft Statement of Community Involvement to the Government Office for London in May 2007.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the Draft Statement of Community Involvement for submission to the Government Office for London and for public consultation for a period of six weeks . 2. That authority to approve any changes prior to submission and to publish a public notice of submission and consultation be delegated to the Assistant Director (Planning Policy and Development) in consultation with the Executive Member for enterprise and regeneration. 	<p>DUE</p> <p>DUE</p>
TEX211.	<p>REVIEW OF EXISTING CPZ SCHEME FOR HIGHGATE STATION (Report of the Director of Urban Environment – Agenda Item 13)</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 budget provision allocated for the Highgate Station CPZ review was £40,000. Actual 2006/07 spend having been £14,000, the balance of £26,000 was the subject of a carry forward request for 2007/08 and any income generated from the extension would contribute towards the parking income budget for 2007/08.</p> <p>In response to questions asked we noted that while it customary to review any CPZ scheme implemented after 12 months operation, representations from residents of roads not included could be considered in advance of that review. The Council had no powers to impose parking controls in private roads like Grange Road but if there was undue demand for parking consideration could be given to the introduction of measures if residents there made representations. A check would be made on whether a section of North Road had been omitted from the proposed CPZ and a written response would be provided to Councillor Williams and all Members of the Executive. We noted that if the CPZ was approved it was intended to move to its immediate implementation.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, having considered the objections as set out in the interleaved report, the implementation of the Highgate Station 	<p>DUE</p> <p>DUE</p>

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	<p>(Outer) Controlled Parking Zone (CPZ) as shown in Appendix IV to the report be approved.</p> <p>2. That Council Officers be authorised to make the Traffic management Orders (TMOs) and to take all the necessary steps necessary for the introduction of a Highgate Station (Outer) CPZ operational between 10 a.m. and 12 noon on Monday to Friday.</p> <p>3. That residents be informed of the decision and implementation programme by way of a letter to all properties within the original Highgate Station review area.</p>	<p>DUE</p> <p>DUE</p>
<p>TEX212.</p>	<p>REVIEW OF FEES AND PARKING CHARGES POLICY – RESULTS OF STATUTORY CONSULTATION (Report of the Director of Urban Environment – Agenda Item 14)</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 based on current assumptions included in the report, the proposed fee structure would also contribute towards achieving the Council's external incomes policy.</p> <p>In response to a question it was confirmed that a ten page petition had been received from residents of the Tottenham Hale area and considered and that one page of it had been included in Appendix B for illustrative purposes.</p> <p>With the consent of our Chair, Councillors Newton and Williams addressed our meeting and expressed concern that sufficient consideration had not been given to the outcome of the consultation and, in particular, to some of the principal objections raised, namely that the initiative would affect only those resident in CPZ areas, that the charges were disproportionate and linked to raising money and that the proposed bands were incompatible with DVLA/not cost neutral/penalised average cars.</p> <p>We noted that the proposed charging model would only affect vehicle owners in CPZ areas as it was in these zones that the Council had mechanisms in place to influence vehicle ownership. It was proposed that residential permit structure take account of the emissions based best practice model currently used by DVLA and introduce a sliding scale for the cost of parking permits encouraging the use of vehicles in lower carbon dioxide emission bands. An incremental charge would be introduced for second and subsequent permits per household. We also noted that the estimated income generated by the proposed permit fees would more or less recover the costs, including overheads, associated with administering, issuing and enforcing parking permits. There were a number of other initiatives also underway within the Council to tackle climate change and efforts would continue to explore other ways of ensuring the commitment to reduce carbon dioxide emissions under the</p>	

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	<p>Nottingham Declaration would be met.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, having considered the objections referred to in the interleaved report, approval be granted to the implementation of the proposed charges including the new permit charging structure based on the carbon dioxide emissions of vehicles and a differential charging structure for second and subsequent permits. 2. That a review of the policy agreed in 1 above be conducted, commencing in May 2008. 3. That, in view of the consultation response to the increase in visitors permits, approval be granted to an increase in the charge from 30 pence to 40 pence for a two hour permit retaining the proposed option to purchase a one hour permit and continue with the current level of concessionary entitlement. 4. That the new charges be implemented with effect from 1 July 2007. 	<p>DUE</p> <p>DUE</p> <p>DUE</p> <p>DUE</p>
<p>TEX213.</p>	<p>LOCAL IMPLEMENTATION PLAN ANNUAL PROGRESS REPORT 2008/09 - 2010/11 (Report of the Director of Urban Environment – Agenda Item 15)</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 Council was required to submit a LIP funding submission to Transport for London by 15 June.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the Local Implementation Plan (LIP) Annual Progress Report (APR) funding submission as the basis for the Council's bid to Transport for London for 2008/9 for transport schemes. 2. That authority to approve the full LIP APR submission to Transport for London be delegated to the Director of Urban Environment in consultation with the Executive Member for Environment. 	<p>DUE</p> <p>DUE</p>
<p>TEX214.</p>	<p>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 – Agenda Item 16)</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the good progress made in implementing many of the 	

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	<p>recommendations from the CSCI Inspection be noted.</p> <p>2. That it also be noted that a small number of the recommendations would be put into effect somewhat later than planned, in order for these to be dealt with as part of, or following the forthcoming reconfiguration of Community Mental Health Services.</p> <p>3. That a further progress report be submitted in six months time.</p>	DACCS
TEX215.	<p>ENFORCEMENT STRATEGY AND POLICY (Report of the Director of Urban Environment – Agenda Item 17)</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because of the need to commence a consultation process for the draft enforcement policy and strategy.</p> <p>RESOLVED:</p> <p>That approval be granted to the proposed Enforcement Strategy and Policy as set out in the Appendix to the interleaved report and to the proposals for consultation on the draft implementation plan to the Strategy and Policy.</p>	DUE
TEX216.	<p>GRANT AIDING STANDARDS (Report of the Assistant Chief Executive (Policy, Performance, Partnerships and Communications) – Agenda Item 18)</p> <p>RESOLVED:</p> <p>1. That approval be granted to the funding of the Voluntary and Community Sector being disbursed as either grants or contracts.</p> <p>2. That approval be granted to the grant aiding standards set out in the interleaved report, and that they be applied to all disbursements by way of grant except where there was guidance or statute which required otherwise, with such exceptions to be agreed by the Assistant Chief Executive (Policy, Performance, Partnerships and Communications).</p> <p>3. That with effect from the 1 July 2007 if funding was to be disbursed using a grant, the standards set out in the interleaved report be adopted.</p> <p>4. That a further report be submitted on the wider financial relationship of the Council with the Voluntary and Community Sector.</p>	<p>ACE-PPPC</p> <p>ACE-PPPC</p> <p>ACE-PPPC</p> <p>ACE-PPPC</p>
TEX217.	<p>REVIEW OF COUNCIL REPRESENTATION ON OUTSIDE BODIES (Joint Report of the Interim Director of Corporate Services and the</p>	

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	<p>Assistant Chief Executive (People and Organisational Development – Agenda Item 19)</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted in principle to the following and officers be instructed to come back with specific proposals for action - <ul style="list-style-type: none"> • The Council to continue to send representatives to Association, Statutory and Partnership bodies and issues to do with monitoring the effectiveness of Partnership Bodies and addressing governance issues raised by this kind of work be addressed by a subsequent report; and • The Council to continue to send representatives to Community bodies, including those that were charitable trusts/companies, but officers conduct a review of each of these bodies according to the following criteria of whether the particular organisation : <ul style="list-style-type: none"> ➤ had published annual accounts and that these were published on time; ➤ had a written constitution; ➤ had aims that were consistent with Council's Community Strategy; ➤ had a guarantee limiting liability, where appropriate; ➤ had a health and safety policy and whether this was implemented ➤ had an employment policy, if it was an employer. ➤ had regularly conducted CRB checks, where relevant. ➤ had any appropriate licenses. ➤ was such as to require the nature and size of representation currently in place (i.e. Member or Officer, Member of Committee, Director, Trustee). 2. That the results of the review be included in a further report inviting the Council to confirm or amend their existing authorised representation on these bodies. 3. That the full Council deal with the appointments to outside bodies as detailed at paragraph 12.10 of the interleaved report and that amendments to the Constitution be processed to reflect this decision. 4. That the further work identified in paragraph 12.13 of the report be undertaken including proposals for giving support to Members and officers involving training where appropriate for their role as representatives. 	<p>DCS/ ACE- POD</p> <p>DCS/ ACE- POD</p> <p>DCS/ ACE- POD</p> <p>DCS/ ACE- POD</p>
<p>TEX218.</p>	<p>URGENT ACTIONS IN CONSULTATION WITH THE LEADER OR EXECUTIVE MEMBERS (Report of the Chief Executive – Agenda Item</p>	

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	20) RESOLVED: That the report be noted and any necessary action approved.	
TEX219.	DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (Report of the Chief Executive – Agenda Item 21) RESOLVED: That the report be noted and any necessary action approved.	
TEX220.	MINUTES OF SUB-BODIES (Agenda Item 22) RESOLVED: That the minutes of the Procurement Committee held on 13 March 2007 be noted and any necessary action approved.	
TEX221.	CHAIR'S REPORT Our Chair reported that Justin Holliday (Assistant Chief Executive-Policy, Performance, Partnerships and Communications) would shortly be leaving the Council's service to take up a post with the Home Office. We asked that our thanks be placed on record for his services to the Council over the past ten years.	

GEORGE MEEHAN
Chair



**Scrutiny Review of Extended
Services in and Around Schools
May 2007**

Review Panel Membership

Councillor Martin Newton (Chair)

Councillor Gail Engert

Councillor John Oakes

Councillor Bernice Vanier

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Scrutiny Review of Extended Services in and Around Schools

1. Executive Summary

The Review Panel was asked to scrutinise the way in which extended services in and around schools was being developed in Haringey. Whilst the Panel limited its scrutiny to the Council's role and responsibilities in extended services it considered:

- The advantages resulting from schools providing extended services,
- The Government's targets and the advice given by them and other bodies,
- The action being taken by the Council and local schools to implement the Government's targets.

The Panel's views are contained in Section 7 and its recommendations are set out in Section 8.

2. Background and Reasons for the Review

- 2.1 An extended school is one that provides a range of services and activities often beyond the school day to help meet the needs of, children, their families and the wider communities.
- 2.2 The idea of extended schools has been developed over the past decade as the government has tackled ways in which to improve pupil attainment and in particular support pupils in disadvantaged communities. The need to drive up standards has been emphasized in a range of government publications including the 2005 white paper entitled "Higher Standards, Better Schools for All - More Choice for Parents and Pupils".
- 2.3 Extended schools whilst linked, particularly through OFSTED, to the educational agenda have also been developed in the context of other government agendas such as widening participation and neighbourhood renewal and programmes including Learning Communities. The concept is also closely linked to the government's plans to improve services to children and families with the focus on the five key outcomes for children identified in the Green Paper Every Child Matters 2004 and the Childcare Act 2006.
- 2.4 In June 2005 the Department for Education and Skills published "Access to Opportunities and Services for All - An Extended Schools Prospectus" which set out a core offer of extended services which the government expects to be available in or through schools by 2010. These may be summarised as:-
 - A varied menu of activities (study support) with the aim of motivating and reengaging children and young people
 - Parenting support including family learning sessions

- Swift and easy referral to a wide range of specialist support services e.g. speech therapy
- High quality childcare from 8am to 6pm, either on a school site or through other local providers
- Wider community access to school buildings facilities.

2.5 The Government envisages that working with other agencies and organisations to offer access to extended services will help to drive improvement to ensure that schools make an important contribution to the "Every Child Matters" outcomes. In effect their proposals are based on the realisation that how a child performs in the classroom depends on more than what happens in the classroom.

2.6 The Department for Education and Skills believe that schools developing extended services can:

- Improve pupil attendance and motivation
- Re-engage hard-to-reach children
- Respond to pupils' individualised needs with a personal offer
- Enhance children's and families access to services
- Improve parental engagement
- Enable teachers to focus on teaching and learning.

2.7 Ofsted have stated that, "the major benefits of extended services were the gains children young people and adults made in their self-confidence and the development of more positive attitudes to learning and to what they might achieve." Evidence from pilot and pathfinder projects suggest that this is so and the Association of Teachers and Lecturers consider that extended schools, "impact positively on pupil attainment, motivation, attendance, punctuality and behaviour".

2.8 Haringey Council, like every other education authority in the country, is dealing with the complex changes required to bring about the government's vision for children. The development of Children's Trust arrangements is just one aspect of this work, but an essential linchpin to it is the idea of schools providing extended services not just to pupils and their parents, but to the rest of the community. Schools are seen as having facilities which could be used by the whole community thereby increasing the cost effectiveness of public services.

2.9 In order to assist the Council, the Overview and Scrutiny Committee set up a scrutiny review panel to consider the current position in Haringey regarding the provision of extended services in and around schools to ensure there was a good use of existing resources thereby providing value for money and to make recommendations on:-

- The problems and restraints in providing extended facilities and

- possible solutions
- The way in which the services which need to be provided to meet demand are identified in consultation with the local community, including the local authority's strategic role and the process for determining how shortfalls should be met and that the new services are sustainable
- The specific action being taken to reach disadvantaged children, people with special needs and hard to reach groups.

3. The Way in Which the Scrutiny Exercise Has Been Carried Out

- 3.1 It was accepted at the outset of this review that scrutiny should be limited to the council's roles and responsibilities. There was no point in making detailed recommendations to schools as to how they should carry out new tasks since they were already receiving advice from the Government, OFSTED and the Local Authority.
- 3.2 The Review Panel considered that it was essential that they saw how schools with extended services operated. They therefore visited Gladesmore Community School - where considerable strides had been made in providing extended services - and talked to both pupils and staff. A visit was also made to Millfield Community School (Hackney) which had been visited by the Prime Minister, Secretary of State for Education and many other politicians and was widely acknowledged to be a trail-blazer in the provision of extended services. This School had marketed a DVD on how to create a successful extended day programme and a copy of this was purchased and examined.
- 3.3 , Members visited the independent Highgate and Channing Schools and had discussions with their headteachers and bursars to see how they might be able to contribute to the extended schools initiative.
- 3.4 The panel also had four meetings:
- 1) To agree the terms of reference for the review.
 - 2) With the Director of Children and Young People Services to establish what she considered to be the Council's role and whether sufficient resources were allocated to it.
 - 3) With the Council's officers directly responsible for advising on extended services to establish what they did and how.
 - 4) With providers to establish whether there were any gaps in services, whether consultation processes were good and if the arrangements for providing a particular service were value for money
- 3.5 A small number of local residents living near schools which provided extended services were consulted about whether they used the services. This indicated that where a family was aware of them, at least one of their members made use of the services provided. Some families were not aware

of extended services but indicated if they had been aware they would have made some use of them.

3.6 Attached at appendix A is a list of documents which were consulted during the course of the review and Appendix B lists the people who helped.

4. The Role of the Local Authority

The Council's role may be summarised as:-

- A strategic commissioner of overview of provision to ensure that services are developed coherently within a community
- Using the expertise and experience of service providers when planning for the expansion of services provided in an area
- Establishing systems for measuring the impact of extended services on the standards and achievements of children and young people, in particular the most vulnerable and ensuring that the overall provision offers value for money
- Ensuring a continuity of provision of support services between children's centres and schools
- Advising schools on the management systems they could adopt to manage extended service, the kind of services which they can provide and ways and means of raising additional resources.

5. Assessment of the Council's Performance to Date

5.1 Good progress has been made in ensuring that Haringey and its schools meet the challenges posed by the government's extended services agenda. The Children and Young People's Service is on course to comply with the Government's targets. Three children networks have been established to commission family support, outreach and community involvement in the borough. Teams are being established within each network which will offer family support services within the new children's centres and schools. Speech and other therapy services are also delivered within the children's network together with other health services. It is anticipated that these networks will help schools to develop extensive services and fulfill the council's function of offering a strategic approach to the establishment of services within a locality, which are then delivered by a number of schools.

5.2 The concept of extended schools is closely linked to the development of the new children centres whose function is to ensure the availability of childcare for children from 8am to 6pm 48 weeks per year. This will be a statutory requirement from next year. Each centre requires its own childcare plan which must be based on local demand and the ability to deliver sustainable childcare. Although some of these may be provided in private or voluntary settings outside schools a number will be situated on school premises and be run as an extended service by school governing bodies. A coherent fee structure for the services provided at children's centres has been agreed by

the Council's Executive and children's centres and schools have been advised.

- 5.3 The Council's commitment to provide extended services is reflected in the bid to locate a new community secondary school at Wood Green. It is proposed that this school will provide beyond the normal school day a range of extended learning, leisure and social opportunities for young people, their families and other members of the community to include sport, leisure, cultural/arts activities, lettings and social events. The school provision will also include lifelong learning opportunities which will respond to the needs of the communities it serves.
- 5.4 The Council has already started to assess the need for extended services in each network. This is not an easy task but communities are being involved through the networks and partnership arrangements. This line of approach is in accordance with Ofsted suggestion that schools, children centres and local authorities make intelligent use of the local network of statutory and voluntary services when setting up extended services across an area. Ofsted also thought that extended services were most successful when settings ensured that they complemented and enhanced what already existed so that they took full account of what was already being provided locally. Whilst initially the development of extended services in schools needed to be a process which took place over time with services gradually being extended as needs were identified it might now be appropriate to consider undertaking a detailed audit of need.
- 5.5 The Council also takes very seriously its role in advising schools. Last year's annual conference for governors was devoted to the extended schools agenda and was addressed by, amongst others, the headteacher of Millfield Community School who is recognised as a leader in this field. The theme of this conference was strengthening services and engaging communities and advice was given on how to do this and also on the different management arrangements which could be adopted by schools to run extended services. This is particularly important because good management arrangements, with a dedicated member of school staff being specifically responsible for extended services and for raising revenue, is more likely to result in the provision of well advertised sustainable services.
- 5.6 Discussions are taking place between the local authority and providers as to the kinds of services which could be provided in schools and it is essential that all agencies are involved in this process and that, where appropriate, agencies jointly commission a service. This issue is important as it is only through detailed consultation with providers that cost effective services, which deliver value for money, whilst meeting the needs of the whole community, can be provided in a sustainable way. The importance of family support cannot be over emphasised although local authorities adopt different approaches. Luton Council for instance has a family room and a family support worker in every school.

- 5.7 It is clear that schools are being encouraged to work together to provide extended services. For instance the Family Support Service in operation at Northumberland Park School covers an area in which there are 12 schools. This service is also an example of what can be achieved through joint commissioning.
- 5.8 It is essential that all extended services are monitored to ensure that they are effective and it is intended that this will be done through the Children's Networks. Local partnership boards with community representatives will be formed to do this. Demand and take up of places was being monitored so that services could be gradually shaped to reflect community need and want. As already indicated this gradual change is in accordance with Ofsted's view that, "the most successful providers shaped the provision gradually to reflect their community's needs and wants in collaboration with other agencies."

6. Value for Money

The development of the Council's extended schools, strategy is carried out by the Children's Network Manager (who is a head teacher on a year's secondment) and an Extended Schools Co-ordinator. They receive advice from the Extended Schools Remodelling Consultants who are involved in the "remodeling training" programme for schools. From what the Panel saw these arrangements appear to be cost effective and are driving the extended schools' agenda forward. However, in the time available the Panel was not able to carry out a detailed scrutiny of the money spent each year, the work carried out by these officers and the outcomes or to compare this with what happened at other local authorities. Without this comprehensive analysis it is not possible for the Panel to positively confirm that the Council is receiving value for money. If it is decided that this work is necessary then this detailed process should be carried out as a separate scrutiny exercise next year.

7. The Panel's Views

7.1 The Importance of Extended Schools

The Panel recognised the importance of the extended school initiative and the immense benefits to local residents if Haringey were able to transform this vision into reality. The advantages of extended schools in meeting pupils and families individualised needs was particularly important in a multi-cultural community like Haringey where for many families English was an additional language. The provision by local schools of services to all residents was also likely to promote and encourage community ties and reduce social tensions as well as complementing the action taken by Neighbourhood Partnerships.

It was generally accepted by most authorities (see paragraph 2.6) that the individual support and encouragement given to families through extended

schools resulted in improved parental engagement and had a positive impact on pupil attainment and behaviour. The extended school initiative also ensured that optimum use was made of school facilities and that the maximum number of cost-effective services tailored to meet each localities needs were available to local residents.

7.2 The Council's Approach to Extended Schools

As already indicated the Panel was generally satisfied that the Council was tackling the development of extended schools in a co-ordinated and effective manner. If, however, the Council is to derive the maximum advantage from the extended schools initiative it is essential that they involve the private and voluntary sectors as well. The Panels views about funding, the involvement of private schools, identifying community needs and the action necessary to ensure that a wide range of cost-effective services are available for the use of local residents are set out in the sections that follows:

7.3 Funding

The Department for Education and Skills allocated start-up funding to local authorities for the development of extended services. However, the Panel share the concerns, expressed by others, e.g. the Association of Teachers and Lecturers, about the fragmented nature of the funding, its insufficiency and its full-term nature as it runs out in 2008. Ofsted have also commented that, "short-term funding make it difficult for services to plan strategically". The Panel supports the suggestions that the Department needs to commission an independent review of this funding regime to ensure that its weaknesses are effectively rectified, as it is imperative that a viable funding regime is in place if the vision of extended services is to be translated into reality.

As part of its brief the independent review should also look at the way in which people will pay for extended services, including the new child care centres, and the manner in which the benefits structure will operate. It is essential once again that robust arrangements are in place if the new services are to be sustainable.

7.4 Involving Private Schools in the Provision of Extended Services

If the extended schools initiative is to be fully effective it is important that all schools not just state ones are involved. Private schools are at present considering the Charity Commission's consultation paper on the implementation of the Charities Act 2006, so it seemed a good time to discuss extended services with them. Panel members therefore met the Head Teachers and Bursars of Highgate and Channing Schools about their possible involvement in providing extended services. Both Schools responded positively and indicated that they were involved in projects with

state schools although, in Channing's case not with Haringey schools. Highgate also make many of their facilities, such as their swimming pool, available to the local community and schools at a reasonable charge. They were also keen to provide extended services to local pupils. In the Panel's view it is essential that the Council's officers, in consultation with executive members, have detailed discussions with the two schools on ways in which they could provide extended services.

7.5 Preparing a Comprehensive List of Service Providers

There needs to be more consultation with providers on the kind of services required in schools and from whom. It is accepted that this is a difficult task involving the use of additional resources, which are not at present available. However it is clear from the Panel's limited investigation that there are a number of providers who could provide self-funding services or indeed improve the level of services available. Just as crucially it is necessary to continue to develop monitoring arrangements and for the results to be available to all interested parties so as to ensure that the extended services provided are appropriate and cost effective. As a long-term aim there needs to be a comprehensive list of providers together with information about the quality of the services they provide.

7.6 Provision of Services for the Wider Community

It is also essential that consideration is given not just to providing services for children in school and their parents but also for the wider community. Adult learning is one particular area which could be part of extended services, with lessons being given on school premises out of school hours. This is also an area where local businesses may well be prepared to invest to ensure that, not just their own employees, but also members of the wider community (potential employees) have the opportunity to take advantage of further education.

7.7 Audit of Need

One of the problems which was highlighted by the review was that some of the new services being provided at schools were already adequately provided elsewhere, albeit at a higher charge. The long-term aim of extended services should be primarily to complete the patchwork of services required to meet the needs of all sections of the community rather than to increase competition.

This issue could be tackled by carrying out a comprehensive audit of need. The findings from the audit would then act as a driver for the provision of services. It is accepted that the preparation of such an audit will involve the use of scarce resources and could be costly to undertake. It would also only show a snapshot of need at a particular moment of time so would need constant updating. More preferable would be the continued development of

processes to identify need. This in our view could be done through the continued development of the multi disciplinary teams that support Children's Networks to ensure that all providers have an opportunity to feed in details of the services they provide and their assessment of need. This would also help address the concerns expressed in Paragraphs 7.5 and 7.6. It is also essential to ensure that feedback on services provided are used to update not just need but the way in which the service is provided.

The way in which local communities are represented on Children's Networks also needs to be constantly reviewed to ensure that the arrangements are effective.

7.8 Areas which need to be the subject of further reports

Communications - Services for children, including education, have been targeted by the government in recent years as an area for improvement. Consequently the way in which such services are delivered has changed enormously over the past few years and the pace of change is likely to continue unabated in the conceivable future. One problem which can arise in times of changes is a breakdown in communications, not just between agencies but also between staff working in the same organisation. There were some indications during the Panel's scrutiny that this was an issue which could arise unless special care was taken to prevent it. It is strongly recommended, therefore, that the issue of communication should be followed up with a report on progress being submitted to the Overview and Scrutiny Committee in October 2007.

Pupils with additional needs but without a statement -The Director of the Children and Young People's Service agreed with the Panel that meeting the needs of children with special needs (autistic pupils) was an essential component of extended services. However looked after children and those with special needs should have no problem in accessing extended services, as sufficient money was being held in the budget for vulnerable children. The Panel is, however, concerned about those children who do not have a statement and yet have special needs. Unfortunately people on the borderline are the ones who are most likely to suffer under any system, so special care needs to be taken to identify such children and to ensure that their needs are met.

Continuation of service provision when pupils change schools - It is essential that services provided in one school continue to be available as a child moves from nursery to primary school and then on to secondary school. This is an issue which needs to be borne in mind as services develop.

Consistent charges and concessions -There needs to be continual discussions with schools and other providers to ensure that there is Borough-wide consistency with service charges and concessions.

Management of schools' extended services - Although the Council is doing all it can to help schools it is clear that this is an ongoing process which must continue into the future. Appropriate school management arrangements for extended services are essential if such services are to be sustainable.

Advertising - It is essential that the services provided are properly advertised so that all sections of the community can be aware of them. Effective advertisement of services is also another way of helping to identify need.

8. Recommendations

1. That the Leader writes to the Secretary of State for Education and Skills supporting the proposal that he should commission an independent review:
 - I. to ensure that a viable extended schools funding regime is in place; and
 - II. to look at the way people pay for extended services, including the new child care centres and the manner in which the benefits structure relates to this. **(Paragraph 7.3)**
2. That senior staff from the Children and Young People's Services, in consultation with the Executive Member, have discussions with Highgate and Channing Schools about partnership arrangements whereby they provide extended services to local residents and schools and report on the results in the update to Overview and Scrutiny Committee before the recommendations are carried forward to the Executive in October 2007. **(Paragraph 7.4)**
3. That the existing Children's Network structure identifies:
 - the extended services required by the wider community together with information as to how this need is met;
 - a comprehensive list of suppliers who could most cost effectively meet the local community's needs;
 - the schools in the area covered by each Children's Network which are best able to provide the facilities for each service and the arrangements for so doing;
 - the arrangements for identifying which Children's Network provides services to those residents who live on the borders of an area covered by the Network. **(Paragraphs 7.5, 7.6 and 7.7)**
4. That Schools be encouraged to purchase the Millfield Community School's excellent DVD on creating a successful extended day programme. **(Paragraph 3.2)**

- 5 That the Director of Children and Young People reports on all the recommendations to the October 2007 Overview and Scrutiny Committee meeting including progress on:
- progress in helping schools to develop appropriate arrangements for the development of extended services;
 - the action being taken to ensure that there are effective lines of communication to ensure that Council staff and other agencies are kept informed of current developments;
 - the action being taken to ensure provision of services continues as children and young people move from one educational establishment to another;
 - The action being taken to try to ensure that charges and concessions levied by schools are consistent;
 - The way in which services are advertised. **(Paragraph 7.8)**

Appendix A

Main Documents Referred to during this Review

Legislation

1. Education Act 2002
2. The Schools Company Regulations 2002
3. Children Act 2004
4. Childcare Act 2006

Government Policy and Guidance

1. Bringing Britain Together; a national strategy for neighbourhood renewal - Social exclusion Unit 1998
2. Schools succeeding success – 2001 White Paper
3. Extended schools proving opportunities and services for all – Department for Education and Skills 2002
4. Every Child Matters - 2003 Green Paper
5. Extended schools pathfinder evaluation: issues for schools and local education authorities - Department for Education and Skills 2003
6. Evaluation of the Extended Schools Pathfinder Projects - Department for Education and Skills 2004
7. Family literacy, language and numeracy: A guide for Extended Schools - Department for Education and Skills 2004
8. Building schools for the future: a new approach to capital investment - Department for Education and Skills 2004
9. Every Child Matters: next steps - Department for Education and Skills 2004
10. Full service extended schools: requirements And specification - Department for Education and Skills 2004
11. Education improvement Partnerships. Local collaboration for school improvement and better service delivery - Department for Education and Skills 2005
12. Extended schools: access to opportunities and services for all – Department for Education and Skills 2005
13. Children's workforce strategy - Department for Education and Skills 2005
14. Higher standards, better schools for all – White Paper 2005
15. Choice for parents, the best start for children: making it happen. An action plan for the 10 year strategy: sure start children's centres, extended schools and childcare - Department for Education and Skills 2006
16. Planning and funding extended schools: a guide for schools, local authorities and their partner organisations - Department for Education and Skills 2006
17. Evaluation of the full service extended schools initiative, second year thematic papers - Department for Education and Skills 2006
18. Extended services; supporting school improvement - Department for Education and Skills 2006

19. Extended schools and health services - working together for better outcomes for children and families - Departments for Health and Education and Skills 2006
20. Neighbourhood Management and Extended services in and around Schools – Department for Communities and Local Government
21. Extended schools: improving access to sexual health advice services - Department for Education and Skills 2006
22. Extended services - Department for Education and Skills 2006
23. Planning and funding external schools - Department for Education and Skills 2006

Others

1. Adding value: adult learning and extended services – National Institute of Adults Continuing education 2006
2. Frequently asked questions on extended schools – Local Government Association briefing 2003
3. Schools for the Community - freedoms and flexibilities Local Government Association briefing 2003
4. Visit to Newcastle “schools for the community” project – Local Government Association report 2002
5. The development of Montagu Community Full Service School - Newcastle City Council Local Education Authority 2004
6. Extended schools theory, practice and issues – Infed Encyclopaedia 2005
7. Extended schools – position statements – Association of Teachers and Lecturers 2004 -6
8. Extended Services in Schools: Baseline survey of maintained schools in 2005 – BMRB Social Research
9. Arrangements for the use of school premises by others – Durham County Council 2004
10. South Tyneside Local Authority strategy for the development of extended services in and around schools 2005
11. Papers considered by the Millfields Community School Children’s Centre Steering Group
12. Improving schools improving communities – Millfields Community School
13. Extended schools - a guide for governors 2006
14. Extended services in schools and children’s centres –Ofsted 2006
15. More than the sun - mobilising the whole council and its partners to support school success - Audit Commission

Haringey

1. Extended services in and around schools – Children’s service delivery/business plan 2005
2. Haringey Extended Schools Strategy 2005
3. Children’s networks as a framework for the delivery of the Children’s Service: including children’s centres, play provision and extended schools – Report to Executive 26 July 2005

- 4 Papers on Extended schools considered at the Annual Governors Conference 2006
- 5 Haringey Council's proposal for the new school in Haringey Heartlands – report to Executive 21 November 2006
- 6 Delivering early childhood services in Haringey – report to Executive 19 December 2006
- 7 Extended School Provision 2005-6 and 2006-07 – Gladesmore Community school

Internet Sites

1. ATL the education union
2. Training and Development Agency for schools
3. Teachernet
4. Harinet
5. Department for Education and Skills
6. Sure start
7. Every Child Matters
8. Local Government Association
9. Other local authorities

Appendix B**Contributors to the Review**

The Scrutiny Review Panel wish to thank the following who gave advice and help during the course of this review:

Name	Organisation or Title
Sharon Shoosmith	Director of Children and Young People's Services
Barbara Elliot	Head Teacher - Channing School
Roy Hill	Bursar - Channing School
Adam Pettitt	Head Teacher - Highgate School
Sean McGeeney	Bursar – Highgate School
Robert Singh	Children Network's Manager
Carol Mackinnon	Extended School's Co-ordinator
Zena Brabazon	Head of Partnerships
Tony Hartley	Head of Gladesmore Community School
Goldwater Ojokor	Deputy Head of Gladesmore Community School
Dame Anna Hassan	Head of Millfields Community School
Kim Price	Extended School Co-Ordinator, Millfields School
Geraldine Waterman	Head of Bruce Grove Primary School
Mary Evans	Play Service
Marion Lucas D'Souza	Play Service
Belinda Evans	Youth Service
Pat Duffy	Haringey Adult Learning Service
Christina Francis	Kidscope After School Club
Hilda Djaba	Connexions – North London Manager
Jim Shepley	HAVCO/YMCA
Bob Gray	Communications and CIS Manager
Jeanne Cantorna	Job Centre Plus
Turker Chakici	Hornsey Atatürk School
Deborah Goodman	Director of Operations –Primary Care Trust
Dwynwen Stepien	Children's Network Manager (North)
Alison Botham	Children's Network Manager (West)
Gill Pinkerton	Muswell Hill & Highgate NLC [Highgate Primary]
Beverly Randell	Wood Green NLC [Pupil Support Centre]
Angela Holder	Wood Green Bank School [Lordship Lane]
Margarita Mooney	N.E Tottenham NLC [St Francis De Sales Infant]

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Report of the Scrutiny Review on Fly tipping

April 2007

Contents

1. Chair's Foreword
2. Executive Summary
3. Background and reasons for the review
4. The Law and fly tipping
5. How the Scrutiny was carried out
6. Present Situation
7. Preventative Action
8. Costs and effective use of resources
9. Recommendations

Appendices

- A Fly tipping legislation
- B Notes of Resident's Focus groups
- C Results of Councillors' questionnaire
- D Contributors to the review

1. Chair's Foreword

- 1.1 There is a great deal of national and local concern about the environmental and financial cost of fly tipping.
- 1.2 This Scrutiny Panel was convened as a result of suggestions from residents and councillors who were concerned that the efforts made to improve the Borough under the Better Haringey banner are being undermined by the thoughtless dumping of residential and commercial waste by a tiny minority.
- 1.3 During our research, panel members were impressed by the determination and enthusiasm shown by waste management and enforcement officers whose job it is to tackle this problem.
- 1.4 If one recommendation is to be taken forward it is that there must be a clear Borough wide determination to eradicate the problem.
- 1.5 Haringey must provide adequate resources to tackle fly tipping and take the lead in inspiring our partner organisations in a concerted effort to beat the tippers.

2. Executive Summary

- 2.1 To ensure that the review was properly focussed and able to achieve maximum effect it was agreed that it should concentrate on prevention methods.
- 2.2 Since the introduction of the Better Haringey programme with more resources and the use of CCTV, there has been a gradual decrease in reported fly tipping. The panel looked at ways to ensure that fly tipping will continue to decrease.
- 2.3 As part of the review, the Panel examined national and regional legislation, talked to officers, residents and stakeholders and examined best practice elsewhere.
- 2.4 The Panel's recommendations are set out in Paragraph 9.

3. Background And Reasons For The Review

- 3.1 Better Haringey, now in its fourth year, was set up in response to residents' priorities in wishing to see Haringey as cleaner, greener and safer. It is a priority programme for the Council aimed at making visible improvements to the Environment. Fly tipping (which is regarded as an anti-social problem) has been identified as an issue that needs to be addressed in order to continue the success of Better Haringey.
- 3.2 The House of Commons Environment Committee, in common with many experts, believes that litter accumulates as part of a self perpetuating spiral of decline which can lead to increased criminal activity and the fear of such activity. Improving the environment and cleaning up areas can, therefore help to reduce the amount of crime.
- 3.3 In recent years, as the problems associated with fly-tipping intensified and environmental pressures increased, the need to find a solution became more

urgent. The problem has been discussed by a number of bodies and organisations. These include:

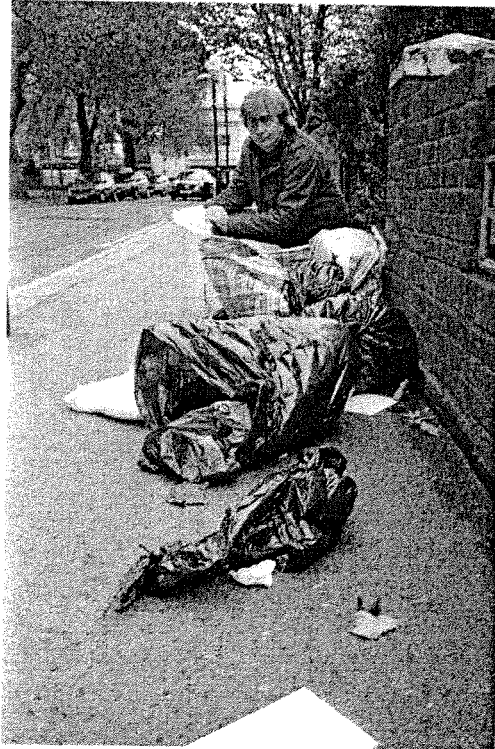
- The European Community
 - various government departments,
 - The House of Commons Environmental Audit Committee;
 - Greater London Authority,
 - Local Government Association,
 - Local authorities.
- 3.4. The Department for Environment, Food and Rural Affairs (Defra) who are committed to tackling the illegal disposal of waste, have consulted widely on a comprehensive fly-tipping strategy aimed at enhancing and improving the powers available to deal with this issue. The responses it received were used to help frame new legislation. The Department also commissioned the Jill Dando Institute to carry out further research into the causes and incentives for fly-tipping, and is considering amendments to the Waste Carrier registration system.
- 3.5 The Environment Agency and the Local Government Association have agreed a protocol for dealing with fly-tipping. The Agency has also developed a web-based fly-tipping database, known as "Flycapture". It has been operational since April 2004 and is a strategic tool that will inform policy and strategy decisions as well as enabling resources to be concentrated on hot spots. Flycapture includes the facility to record registration details of vehicles involved in fly-tipping to determine whether they have been involved in similar crimes elsewhere. However it would seem that there is room for local interpretation regarding what is counted as a fly tip making it difficult to use this information to compare performance against other local authorities.
- 3.6 The European Community has also been involved in this issue and has passed a number of waste directives including those regulating the disposal of 'fridges and other electrical and electronic equipment.
- 3.7 Initially the Panel had proposed to involve the Jill Dando Institute of Crime Science, the acknowledged experts in fly tipping. However the Panel was impressed by both the proactive and reactive action already taken by the Service to prevent fly tipping. It was also pleased that all of the recommendations made by the Jill Dando Institute were already being implemented in Haringey. For this reason it was not considered necessary to involve them or other external agencies in this review.

4. The Law and Fly tipping

- 4.1 Although there is no legal definition of fly tipping, it is usually described as the unlawful disposal of waste and illegal dumping of items such as:
- general household waste
 - large domestic items (eg 'fridges and mattresses)
 - commercial waste (eg builders' rubble, tyres)
 - garden refuse
 - litter, refuse accumulation

- soil

4.2 Fly tipping is illegal and Appendix A summarises the legislation relating to Fly tipping and the enforcement action that can be taken.



5. The Way in which the Scrutiny Exercise has been carried out

5.1 The Membership of the Panel was Councillors Winskill, Hare and Lister.

5.2 During the course of the review we:

- Thoroughly researched relevant background documents and identified key national and regional stakeholders who had undertaken relevant research
- Held two Resident Focus Groups (Appendix B)
- Announced details of the review in two consecutive editions of Haringey People
- The Chair went on a tour of known hotspots
- Met with officers from the Waste Management and Enforcement Teams
- Consulted with other Boroughs
- Heard the views from a consultant on Waste Management
- Sought the views of Accord, the Council's Waste collection and street cleansing Contractor
- Consulted with the Police Safer Neighbourhood Teams
- Consulted, via a questionnaire, with all councillors as well as businesses and residents' associations (Appendix C)

6. The Present Situation In Haringey

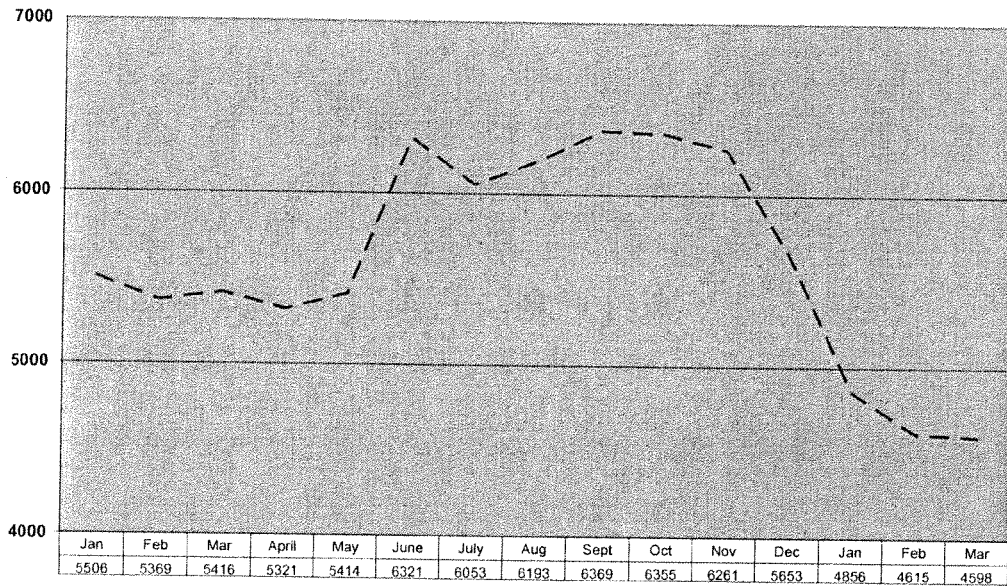
Where does it occur?

- 6.1 Incidents of dumping are mainly concentrated in the N17, N15 and N22 postcode areas, which cover Bruce Grove, West Green and Noel Park. In January 2007 these three postcodes made up 75% of the reports of fly tipping made by residents in the Borough.
- 6.2 Private Land - Where dumping occurs on private land which is accessible to the public, the Council can take action against the land owner or occupier to have the land cleared, if necessary, it can require the owner/occupier to take action to prevent a re-occurrence of the dumping by erecting fences to restrict access. In 18 months over 1000 notices were served on owners for the removal of dumped waste and in a majority of cases no further action was necessary. Only in a minority of cases was it necessary to serve Notices requiring fencing to be erected to avoid further dumping.
- 6.3 The Clean Neighbourhoods and Environment Act 2005 extends powers to require private land owners to "gate" a property and it is the intention of Enforcement Services to make use of these new powers as required. They could be used for instances where private alleys were constantly used as a dumping ground. Prior to these powers being introduced, Haringey Council undertook a series of proactive interventions where known hot spot alleys were causing problems to local residents. This included "gating" 12 alleys with the costs being met by regeneration grants. There is also limited funding available for unadopted alleys to be gated. Owners or occupiers of privately owned alleys may also be prepared to pay for them to be gated to prevent fly tipping.

How much is dumped

- 6.4 Both Haringey Accord and the Waste Management Service collect data on levels of fly tipping.
- 6.5 As Figure 1 below shows, there has been a decline in the number of incidents of fly tipping since September 2006. This is due mainly to changes in reporting methods and the success of the Fly tipping hot spots action plan.(referred to in Paragraph 6.9). Prior to the winter of 2006 the incidence of fly tipping was reported by Accord in terms of the number of bags collected (i.e. 6 black bags in one location would be 6 Fly tips). Now it is recorded by a location rather than number of bags i.e. 6 bags in one location is 1 Fly tip.

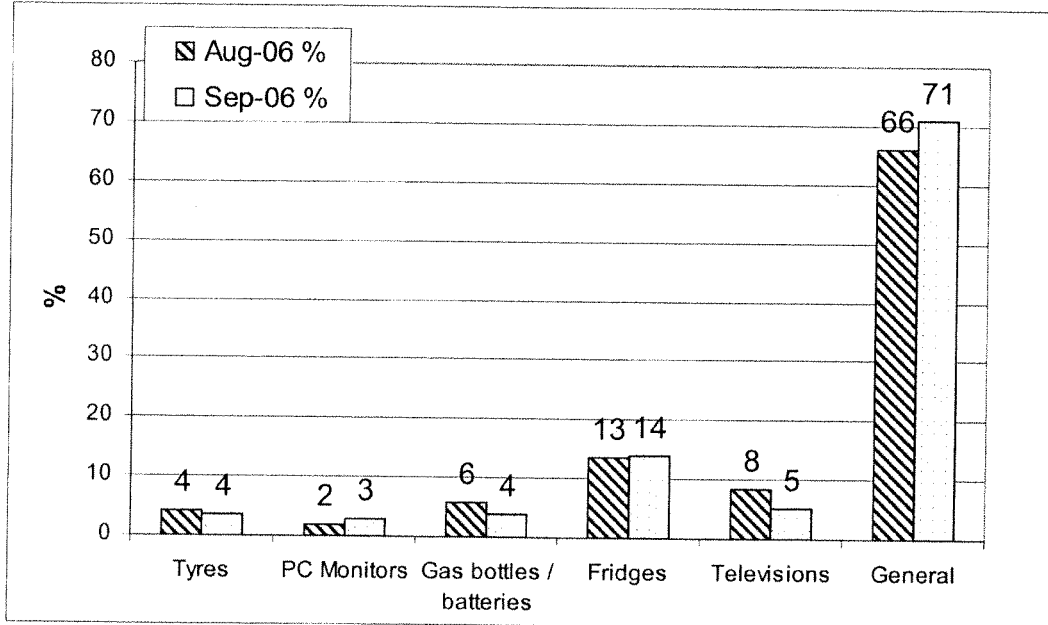
Figure 1: Trend of Total incidents of fly tipping in Haringey, January 06 – March 07



What material is dumped?

6.6 The Haringey Accord Call Centre uses the Flycapture categories of waste, including a 'General' category, which includes black bags, broken furniture, household items etc.

Figure 2 – Analysis of waste by percentage of total



6.7 During December the Waste Management Service monitored the work of the Accord managed dumps' clearance service. Their findings showed that the vast majority of fly tipped waste was actually household waste often gathered in small piles on pavements and awaiting collection, from flats above shops. A further quarter of dumps recorded were found to be commercial waste – predominantly orange Accord trade bags. In terms of the size of fly tips more than half were found to be around the size of a car boot load or less.

- 6.8 The Panel was told that the survey had indicated that not much commercial waste was dumped, but, what is, causes concern - especially dumping outside normal business trading hours. There was, however, evidence that commercial dumping was a significant problem in industrial estates in the east of the Borough. Also the Borough suffers from some dumping of items such as tyres, car batteries and TV's which are all now considered to be hazardous waste.
- 6.9 The Council has worked extensively with Accord in identifying hotspot sites, devising action plans for each location and executing them. As a result a significant number of sites have been tackled. In just over a year Enforcement Services have eradicated 75 of the Borough's identified top fly tipping hotspots. and a second tranche of sites has now been identified for action.

7. Preventative Action taken by the Council

- 7.1 The Jill Dando Institute, who carried out significant research in this area identified five types of intervention that can prevent fly tipping. These are:-
- Increasing the effort for the potential offender
 - Increasing the risks to the potential offender
 - Reducing the rewards for the potential offender
 - Reducing provocations of potential offenders
 - Removing the excuses available to potential offenders

Increasing the effort

In most cases fly tipping takes very little effort. Perversely it can take more effort to dispose of rubbish legally than to tip it illegally. Therefore efforts must be taken to alter the balance and make it easier to get rid of rubbish lawfully.

- 7.2 The Panel heard that the Environmental Crime Group are committed to reducing the availability and accessibility of fly tipping hotspot and are undertaking a number of projects.
- 7.3 An example is the three year Better Haringey Eyesores project which is carried out by the Heavy Enforcement Team (HET). Many fly-tipping hotspots are easily accessed and on poorly maintained land, owned or controlled by large organisations. Through partnership work and service of legal notices the HET, without any cost to the council, has cleared large dumping hot spots at these locations and had larger more robust fencing installed as a formidable obstacle to access.
- 7.4 Phase three of the project which is due to start in 2007, targets eyesores on industrial estates. These are common targets for fly-tippers. The "eyesores" project is also designed to develop "target hardening" strategies such as gating entrances and exits to make it more difficult for offenders to access potential fly-tip areas.
- 7.5 There is also a Strategic Team who initiate long term borough wide projects and investigate long term solutions to hotspots.

Increase the risk

Currently fly tipping is not very risky as the chances of detection and prosecution are relatively slim. It is also difficult to trace the person who dumped the waste. It is not hard to find a quiet time and place to dump rubbish and it is quick and easy to do so. Even if offenders are caught the penalties are not high.

7.6 The Council has implemented several initiatives aimed at increasing the risk to offenders, and combined these are reasonably effective. In October 2005 Street Enforcement Team and the Street Warden Teams became operational. (in partnership with Waste Management) with the aim of ensuring that:-

- all commercial properties have a commercial waste contract
- businesses and the public are advised and educated about how to lawfully dispose of their waste.

This Team also investigates fly tipping on the public highway or land adjacent to it, and, where appropriate, takes enforcement action.

7.7 Two officers are allocated to the borough wide Rapid Response Team who answer any complaint or enquiry within 24 hrs. They also investigate waste complaints and any potential fly-tipping within the borough.

7.8 Accord informed the Panel that they would like to continue working alongside enforcement and perhaps provide a vehicle with driver, to thoroughly search dumped bags to obtain evidence of the dumper. The Waste Management Service supports this initiative and would welcome the introduction of a pilot scheme, which, if successful, could be made permanent. Such close working could help ensure that a higher volume of bag searches are made at confined dumping hotspots and increase the risk to fly tippers of being detected.

CCTV

7.9 The use of CCTV cameras is effective in creating a risk and detecting fly-tipping offenders. Street Enforcement services currently have ten CCTV cameras that are under their control and on specific operations. For specific operations the Street Enforcement Team have access to the central CCTV network controlled at Ashley Road Depot.

7.10 Throughout the review the Panel received requests from the public that more use should be made of CCTV cameras in preventing fly tipping. However, officers stressed that whilst CCTV cameras could act as a deterrent to the average offender, they would only offer limited effectiveness when used for criminal enforcement. Surveillance work was notoriously resource intensive and could often be unfruitful. However, joint working between agencies and shared usage of CCTV assets should be fully exploited.

Notices

7.11 Many known regular fly tipping hotspots are sign posted, warning potential offenders of the penalties for unlawful fly tipping. Light weight signs have been designed and manufactured in several languages and are placed on lamp columns near to fly tipping hot spots to warn potential offenders not to unlawfully fly tip at these locations, or risk prosecution.

Partnership Working

- 7.12 The Council in partnership with the Police Safer Neighbourhoods Teams have initiated "Operation Stop It". Vehicles carrying waste are stopped and drivers checked to ensure that they are registered waste carriers. The legislation allows officers to issue a fixed penalty notice of £300 to the owner/driver who does not have the appropriate documentation. Since April 2006 when this power became available over 400 vehicles have been stopped and searched. Illegal operators who drive through or use Haringey as a dumping ground now take a very real risk.
- 7.13 The Panel noted that each ward now has a dedicated Police Safer Neighbourhood Team whose officers can observe and report fly-tipping to Waste Management. Whilst enforcement and prevention of fly-tipping remain predominantly a local authority responsibility, there is an important role to be played by these teams in passing on intelligence and conducting joint operations. The Council needs to ensure that the benefits from liaising with Safer Neighbourhood Teams are maximised.
- 7.14 Operation "Mystery Shopper" is used by the Environmental Crime Group to create a risk for potential fly tippers. Local papers are monitored for adverts offering "white van with man" services; the service provider is contacted and a "sting" operation executed. If the van driver/ owner is not an authorised waste carrier they are subject to a £300 fixed penalty notice or are prosecuted.
- 7.15 This type of operation creates a risk for waste carriers who operate illegally within the Borough and feedback shows that, as a result "cowboy" waste carriers are ceasing to operate and fly tip in the Borough. Legal waste carriers fully support this type of action which removes cheap unlawful competition.
- 7.16 Clear enforcement policies and strategies have been agreed with the legal team, which has instigated several successful prosecution cases. As a result, high fines and full costs have been awarded to the Council. These successes have been publicised by the Council's press team as has the enforcement team's activities against fly tipping. This has supported the development of a risk culture amongst potential fly tippers.
- 7.17 Close partnership work has been developed with the local Magistrates' Courts. For instance the Panel was advised that a visit was being arranged to Tottenham and Wood Green Magistrates' Courts for a presentation to magistrates about the anti-social nature of fly tipping, its effects on neighbourhoods and the costs to the Council of prevention and clear up. The Panel considered that the Council should urge the Magistrates Association and local magistrates to be robust with offenders. It was also suggested that the Magistrates Association should be asked to consider sentencing offenders to work on the Community Payback Scheme.
- 7.18 The report commissioned by the Panel from Essellar Waste Management Consultants confirmed that the Council makes good use of existing legislation. Local businesses consulted as part of the review, all supported the view that the highest penalties should be imposed and maximum publicity given to the sentence.

Community Payback Scheme

7.19 The Waste Management Service has been working in partnership with Probation and the Police on the Community Payback Scheme. Community Payback involves offenders with unpaid work orders being used to carry out work for the local community. This Scheme aims to clear fly tipped material from unregistered land and land with complicated ownership arrangements. It is hoped this scheme will be expanded further in the future.

Reduce the Rewards

A major motive for fly tipping is to avoid the costs associated with legitimate means of disposal. Businesses such as builders, gardeners and garages may generate large amounts of commercial and hazardous waste and the financial gains from fly tipping can be substantial.

7.20 There are many ways in which Haringey has tried to reduce the rewards from fly tipping. For instance Waste Management has carried out bench marking programmes to ensure that waste disposal charges are competitive. This is because:-

- high charges encourage potential offenders to fly tip
- the more cheap but legitimate waste disposal service operators within the Borough, the less likely unlawful waste carriers will be used.

7.21 As part of the Better Haringey brief, the Environmental Crime Group and Waste Management are working on a borough wide communication strategy to ensure that all commercial and domestic waste producers in the borough are well informed and aware of the Council's waste disposal services.

7.22 A Resident Focus Group and other residents suggested that the Council's collection charge for bulky waste should either be free, or a reduced rate should apply to those on a low income, benefits and the elderly. Their opinion was that if the £16.84 charge was removed, people might be more willing to have rubbish cleared from their premises, thus avoiding fly tipping. However the Panel heard from officers that residents could access the free Community Clear Up Skip Service if they wished. Moreover an evaluation of Council bulky waste collection services in England published in the Chartered Institute of Waste Management's Scientific and Technical Review, found that 75% of Authorities charge for bulky waste collection at an average cost of £18 for three items. The study also found that there has been a widespread shift from free collections to a charging system. Of the Councils that do charge, 43% give discounts to residents on low incomes. The Authorities most likely to provide a free service are those serving densely populated, less affluent metropolitan areas. This is the situation in London where 44% of London boroughs provide a free collection service. On balance the Panel favoured reducing or completely removing the charge for specific sections of the community.

Reduce Provocations

If is important that Reuse and Recycling Centres are located in accessible sites and are convenient to use e.g. no long queues to reduce the incentive to fly tip.

Re -Use and Recycling Centres

- 7.23 There are two Reuse and Recycling Centres in Haringey, one in the east and one in the west of the Borough. They are open seven days a week from 8.30am to 4pm on weekdays and 9am-4pm at weekends. Both centres are closed on Christmas Day, Boxing Day, New Year's day and Good Friday.
- 7.24 A scheme to allow householders with vans access to Reuse and Recycling Centres has been developed. However the Panel heard from residents that there is not enough publicity in respect of opening hours and actual location of centres, particular the Hornsey Reuse and Recycling Centre. The Waste Management Service has been addressing this. For instance, details of Reuse and recycling Centre locations and opening arrangements for Bank holiday refuse collection days are advertised in Haringey people and the local press. Also, the recent recycling leaflet delivered to 40,000 households contained details of locations and opening arrangements for the Reuse and recycling Centres.
- 7.25 Haringey Reuse and Recycling Centres are not allowed to accept trade waste but it has been agreed that the Centre will provide information about the disposal of commercial waste. At present certain types of hazardous waste, such as asbestos and paint are collected from residents under a contract with the City of London. It was suggested that consideration should be given to the possibility of expanding the range of hazardous waste that can be accepted at the Reuse and Recycling Centres. For instance from July 2007 it will be possible to dispose of gas discharge (fluorescent) lamps at the Reuse and Recycling Centres.

Remove Excuses

- 7.26 Individuals who fly tip often rationalise and excuse their behaviour. Fly tippers think it is acceptable to tip their rubbish where there is already waste material. Some even think that this behaviour is legitimate. Tactics to remove these excuses are required in an effective strategy to reduce fly tipping.
- 7.27 The Panel looked at how accessible and convenient it was to dispose of rubbish legally and found that the Council offers a range of collection services for residents (which are outlined below) as well as the two reuse and recycle centres at Park View Road, N17 and Hornsey High Street, N8.

Table 1 *Summary of collection services in Haringey*

Collection Service	Frequency	Cost to residents	Items collected
Community clear ups	Once per year to eligible households	Free	All bulky items except hazardous waste, green waste and building waste
White goods collection	On demand	Free	'Fridges, freezers, washing machines, dishwashers, ovens, IT equipment, gas bottles, car tyres and car batteries

Bulky waste collection	On demand	£16.84 for 6 items	All bulky items except hazardous waste
Community skips	By arrangement with The Waste Management team	Free	All bulky items except hazardous waste, green waste and building waste

More frequent collections in problem areas

7.28 Waste Management Services provides households without off-street storage space with higher frequency collections to avoid waste being left on the street throughout the week. Waste is left out on specific days in specific time slots. Waste left out at other times is considered to have been fly tipped. This scheme mainly applies to flats above shops.

Timed Collections

7.29 Since first being introduced on Green Lanes, timed trade waste collections have been introduced to a number of other roads in the borough. This scheme has been very successful as it has been shown to improve amenity and cleanliness and the Council would like to extend it. However Accord are reluctant to expand this scheme as they consider that the Council has not invested the additional sums in the contract for the roll out of timed collections to more roads. They state that they would be unable to comply with strict time bandings for all of the roads unless more funding is made available.

7.30 However the Panel noted timed collections would make enforcement easier although it might require additional resources and that in other Boroughs a timed collection service appeared to be common practice. This needs to be taken into account as part of the discussions on the renewal of the Waste Contract which are already taking place.

Communications

7.31 An important element of the Haringey Communications Plan is to raise awareness about fly tipping. Leaflets have been published encouraging residents to report fly tipping, for example the 'On the street' guide. In addition, leaflets have been distributed to all borough households encouraging people, to use the Reuse and Recycle Centres, community clear up service and the free white good collection service.

7.32 More information about such services which may help to eliminate fly tipping is planned in further recycling publications. All Waste Management Service leaflets will now carry information about the wide range of services on offer to help people dispose of their waste responsibly. Successful operations and prosecutions are also advertised in local newspapers to support the view that fly tipping is illegal, anti-social and will not be tolerated.

7.33 The Panel heard evidence from residents who felt that it is not always clear who they should contact about waste matters. Many felt that there should be a single telephone number for residents and traders to report missed collections and fly tipped rubbish as well as requesting bulky waste collection and replacement bins and recycling boxes. Although there is a single number (020 8885 7700) it is

clear that the perception is one of confusion and measures should be taken to promote the single number.

- 7.34 The monthly Clean Sweep campaigns have focused on tackling 'grot spots' and cracking down on a range of environmental crime, including fly tipping. Publicity for these campaigns carries the Accord Call Centre number to encourage residents to report problems with rubbish and forms an important part of ongoing communications around tackling fly tipping.
- 7.35 Environmental Crime Officers have carried out nearly 1500 visits in 2006/07 (880 in 2005/6) educating, advising and warning commercial traders of their responsibilities for the correct disposal of their waste. They also frequently carry out business waste "duty of care audits" in target areas where fly tipping has increased.
- 7.36 There has been a wide campaign throughout the Borough informing residents about the Waste Management Service. This communication strategy is also reinforced by the Commercial Food Team who, when inspecting food premises, enquire whether a commercial waste contract is held by the premises.
- 7.37 Information/warning signs are placed at recycling stations and on bins making it clear that it is not acceptable to leave waste anywhere other than inside the waste/recycling receptacles. These signs are also used to advise and deter offenders from continuing to use a known fly tipping hotspot. If a sign clearly states it is an offence to leave waste at these locations it is difficult for an offender to plead ignorance if caught.
- 7.38 Over the next year it is planned to launch a communication campaign to educate businesses and residents about the dangers of using unregistered waste collectors. Once this education campaign has been completed, officers will issue fixed penalty notices to residents and businesses that use unregistered waste collectors.
- 7.39 The Panel discussed the possibility of local businesses giving out leaflets to customers purchasing new white goods on how to dispose of their old items.
- 7.40 A number of schools have taken part in Junior Wardens activities with the local Neighbourhood Street Wardens. This has either been stand-alone project work, or as part of the Clean Sweep campaign. The Junior Citizens activities include briefing children on what to do if they see rubbish dumped in the street.

8. Costs and effective use of resources

- 8.1 The Integrated Waste Management and Transport contract provides that there is a fixed cost of £723,000 per annum to remove fly tipped waste on public land (including land under Homes for Haringey management). In this review the Panel were not able to conclude to what extent the amount represented value for money. To do so would require comprehensive analysis and comparison. If it is decided that this work is necessary then this detailed process should be carried out as a separate scrutiny exercise next year.

- 8.2 For 2006/7 Haringey has been given an interim score of 2 compared with 3 in 2005/6 Local Street and environmental cleanliness – Fly-tipping. This is good because the lower the score the better the performance.
- 8.3 Whilst officers should be congratulated, they should not be complacent. The Panel suggest that each year Overview and Scrutiny Committee should receive an annual report on the 20 worst dumping area and the action being taken to alleviate problems.
- 8.4 It is also important to ensure that there is no complacency in developing good practice and ensuring line between prevention and enforcement is right. It is expected that the Government will shortly release its revised English Waste Strategy. This is expected to confirm mechanisms to prevent waste production and make provision available for variable waste charging by local authorities. The impact of any measures that will increase the cost of waste disposal might also result in an increase in fly tipping. This potential effect must be taken into consideration when revising any waste disposal tariffs.

9. **Recommendations**

1. That the Council acknowledges that the fight against fly tipping is a continuing one and its success depends on collective action supporting the objective of preventing this antisocial behaviour, and making a long term commitment to properly resourced preventative and enforcement activities.
2. That the Director of Urban Environment considers:-
 - a) The appropriate introduction of timed trade waste collections on primary and secondary roads as part of the specification for the new integrated waste management and transport contract in 2009.
 - b) Reducing or removing the charge for bulky waste collection for those on low incomes, benefits and the elderly (if the cost of administering such a scheme proves too expensive, then consideration be given to abolishing charges completely).
 - c) Further advertising the fact that there is a single borough wide telephone number to:-
 - allow residents and traders to report missed collections, and fly tipped rubbish,
 - request bulky rubbish collection, replacement bins and recycling boxes,
 - answer recycling enquiries.
 - d) Increasing residents' awareness of services by improving publicity of the Council's waste management services and the action taken to reduce fly tipping.
 - e) Providing local traders with leaflets for distribution to customers on means of disposing of unwanted items at the point of purchase of bulky new goods, such as beds, white goods, televisions etc.

- f) Providing "Haringey People" with regular information of successful prosecutions against fly tippers as well as news on new initiatives in waste collection generally.
 - g) Giving special attention to discouraging fly tipping in industrial areas including making full use of CCTV and prosecuting where possible.
 - h) Liaising with the Parks Department and other appropriate departments to identify and seek funding to bring small marginal areas of waste land that currently attract fly tippers back into mainstream use – possibly as allotments, pocket parks etc.
 - i) The feasibility of introducing a scheme whereby Accord search dumped bags to gain evidence as to the identity of fly tippers with targets being set for the number of searchers per month.
 - j) Allowing residents' to use the Reuse and Recycling Centres to dispose of safely transportable hazardous waste.
3. That Ward Councillors be encouraged to work with officers to help ensure hard to reach groups know about waste collection services (If appropriate, signage should be translated into ethnic languages).
 4. That the Leader of the Council write to all utility companies that own land in the borough reminding them of their duties to ensure that their land is well fenced and of their responsibilities to keep their land free of fly tipping.
 5. That officers submit an annual report to the Overview and Scrutiny Committee on the current top 20 hotspot sites and the action being taken to eradicate Fly tipping at those sites.
 6. That Overview and Scrutiny Committee be recommended to consider commissioning a future Scrutiny Review to examine a breakdown of the cost of clearing fly tipping etc so that this can be compared with other Borough's to ensure that the Council is providing a cost effective service.
 7. That Police Safer Neighbourhood Teams' Inspectors and appropriate Haringey officers regularly meet to review fly tipping, reporting levels, training needs, lines of communication and to decide on possible joint operations.
 8. That the Head of Legal Services urge the Magistrates Association and local magistrates to be robust with offenders and to consider the use of the Community Payback Scheme as a penalty for fly tippers.

Appendix A**Current Legal Remedies for Dealing with Waste on Land**

Public Health Act 1936 sec 78

Public Health Act 1963 sec 34

Prevention of Damage by Pests Act 1949 sec 4

Environmental Protection Act 1990 sec 33, 34, 59,87,88,92,93

Refuse Disposal Amenity Act 1978 secs 2,6

Town and Country Planning Act 1990 sec 215

Anti-Social Behaviour Act 2003

Clean Neighbourhoods and Environment Act 2005

Table 01.

Summary of Acts that can be used to deal with waste on land

Ref	Act or Regulation	Section	Purpose	Comments
01	Public Health Act 1936	78	Power to cleanse common courts, yards, passages etc that are not maintainable at public expense	Default power to recover reasonable costs
02	Prevention of Damage by Pests Act 1949	4	Power to server notice requiring landowner to remove accumulations of waste which could provide harbourage for vermin	Default power to recover costs also available
03	Public Health Act 1963	34	Power to remove any "rubbish" from any land in the open air that is seriously detrimental to the neighbourhood	Useful for accumulations of waste in gardens etc
04	Control of Pollution Act 1974	22(3)	Power to Clean land in the open air to which the public have access	Recharge can be made to owner/ occupier
05	Refuse Disposal (Amenity) Act 1978	2,6	Powers to remove dumped waste (refuse). Power to prosecute offenders for offence of dumping Duty to remove Abandoned vehicles Power to prosecute for abandonment	FPN also available for abandonment offence
06	Environmental Protection Act 1990	33,34,59, 87, 88,92,93	Extensive range of powers	See detail elsewhere in report
07	Town & Country Planning Act 1990	215	Power to serve notice on land occupiers requiring tidying of land which is detrimental to local amenity (removal of waste)	
08	Anti-Social Behaviour Act		Power for relevant organisation to issue ASBOs	A number of examples already exist

	2003		in certain cases of fly-tipping	
09	Powers of Criminal Courts (Sentencing) Act 2000	147 (3)	Power of magistrate to impose driving disqualification in cases where vehicles are involved in the commission of the crime	May be useful in cases where a vehicle has been used to fly-tip material
10	Proceeds of Crime Act		Powers of courts to confiscate assets etc	(no detail of fly-tipping cases known)
11	Clean Neighbourhoods Act 2005		Extensive powers in relation to waste etc.	Introduces use of FPN's for a wide range of waste related offences

Table 02.
Environmental Protection Act 1990-Relevant sections

Section	Purpose	Comments
33	Unlawful deposit of waste on land not having a WM licence (dumping offence)	Commonly used device for prosecuting fly-tipping cases
34	"Duty of Care" offences	A number of offences are possible under subsections of this sec. Can also give weight to prosecution cases under sec 33 above where incorrect disposal is suspected
59	Powers to require land owner/ occupier to clear land of dumped materials	Powers to require landowners/occupiers to clear land under their control which has been tipped on
87	Litter offence	"Litter" can have a wide interpretation and many local authorities historically have used this section to prosecute for dumping
88	Fixed Penalty device in lieu of prosecution under sec 87	FPN can be used in lieu of prosecution of litterers. Many L.A's use this FPN for fly-tipping cases as their primary method of dealing with the problem of dumping
92	Litter Clearance Notice	Can be used to remedy and help manage problems of waste accumulations on land-including for example where landowners have allowed their land to become a tipping problem
93	Street Litter Control Notice	" " " " "

APPENDIX B

Notes of Resident Focus Groups on Fly tipping held on 6 December 2006

There were two residents Focus Groups held on 6 December, one in the afternoon and one in the evening.

In attendance PM -Mr I Sygrave, Mrs D Miles, Mr D Duckworth, Mr J Russell, Mrs S Williams, Mrs M Batten, Mr W FNicholls, and Ms V McKone

In attendance Evening – Mr B Dore, Ms M Chowdhury, Mr H Hickey and Ms A Thomas

The session was facilitated by Janette Gedge, Consultation Manager. Cllr Dave Winskill, Chair of the Scrutiny Review on Fly tipping introduced the meeting and explained the purpose and details of the Scrutiny review. Carolyn Banks, Principal Scrutiny Support Officer was in attendance.

What is Fly tipping?

Dumping of waste – domestic, commercial and toxic
Beds and mattresses
Anything out of a car boot
Tyres, gas bottles, car batteries
Dumping of bizarre and mundane objects
Can occur immediately outside residents' homes and is quite indiscriminate
Dumping on public spaces

It is both illegal and covert

Unsure if green refuse bags on pavements was fly tipping. However this encouraged other rubbish to be dumped.

Queried whether there was a difference between dumping and Fly tipping and littering

Why does it occur?

Many can't afford the £15 collection charge
Laziness –people can't be bothered to dispose of legally. It is easier to walk to the end of the road to dump.
Cost of Land fill tax too high
Too many Houses in Multiple Occupation (HMOs)– there is a direct correlation between HMOs and dumping, particularly mattresses when new tenants move into a property. Dumping is from landlords. Council needs to invest more money into enforcing HMOs.

People do not have space to store items until they have 6 items. Difficult for people who live in small properties or flats.

It is easy and convenient. Some people are ignorant and are not aware of services and processes for disposal. Others see rubbish dumped and operate a "Copycat" approach. Insufficient publicity and fear of the consequences. Not enough offenders are being caught and where they are caught, the fines are small in comparison with the benefits of fly tipping.

There is a lack of respect for the local area. This is particularly the case with some communities, such as Eastern European where it is normal to push and test the boundaries of Authority. In some communities it is considered that individuals should keep their own space clean and tidy and in fact they generally have a great deal of pride, but they also consider their responsibility ends at the boundary of their property.

Issue of recycling/re-use is seen as a problem not a potential resource

Cost of hiring a skip - the license is too high and procedures are not easy. You have to visit in person and during normal office hours to obtain a license, its not obtainable by e-mail.

Disposal of car batteries seen as difficult.

There appears to be a link between car crime hotspots and dumping hotspots.

Green waste recycling bags on pavements encourages other bags to be dumped with them.

Who does it?

Anyone –Residents who buy new gear

White Van Drivers

Builders/ Cowboys –unethical companies

HMO* Landowners

People who don't have access to a car

Ignorant, lazy or poor, mean, disorganised people.

Some people do not read information on disposal.

Or there is a lack of understanding from residents. Perhaps people do not understand the difference between rubbish and fly tipping.

People who do not care for the environment or those that have a high tolerance for rubbish/chaos

Travellers/Disenfranchised/Those with no stake or investment in the area i.e. short term renters

People moving home.

What can be done?

Advertising stickers placed on litter bins. Issue of fridge magnets with disposal details.

Offer rewards for proper disposal/recycling/ reporting e.g. money off Council Tax or the more you re-cycle the more you get off or Green Stamps.

Introduce a Crimestoppers type reporting system. (i.e. anonymous information acted on – no need for a name and address of the person reporting to be given)

Involve Neighbourhood Watch/Residents Groups to report hotspots
Council should design out hotspots

Put more resources into Enforcement Team to increase chances of catching offenders.

Heavier fines to be issued.

More CCTV cameras

There needs to be social stigma attached to Fly tipping

There are too many phone numbers to contact, it is not clear who you have to ring to report what. There should be one phone number to contact. Also it should be made easier to report, there are too many statements that need to be made and residents often not willing to give their name and address for fear of reprisals. Protection needed for residents that report. However residents should be encouraged to report and to do more themselves i.e. curtain twitching which may frighten them off.

More warning signs should be put up, with info on the level of fines that can be issued

Cllrs should be encouraged to be more proactive in walkabouts and in reporting. Also greater use should be made of Community Wardens.

More resources spent on identifying the causes of fly tipping and in particular the social conditions that lead to it

Review £15 charge for waste collection –possible free collection or free to pensioners, disabled and those on benefits

Make it easier to get items taken away i.e. possibly more community skips on streets regularly/ less forms to complete i.e. for disposal of paint pots, chemicals

Commercial vehicles should be confiscated if caught Fly tipping. Courts to be encouraged to be hard, possibly, even by removal of driving license.

Greater use of CCTV. More follow up action and enforcement. Motion triggered CCTV cameras should be used, particularly useful at entrances to Industrial Estates

Better street lighting needed. Street lights have been moved to the back edge of the pavement and there appeared to be less light or rather pools of light

with dark spaces between and so Fly tipping was occurring between the lights.

Need to have a National Campaign to better educate the public and to generate respect for the environment.

Retailers to charge extra £15 for purchase of items and customers given a ticket enabling the Council to dispose of items.

Have an "Improve your street programme" Best Street Competitions - similar to Clean Sweep. Residents Associations should be involved.

Need to ensure that Council services were working in partnership i.e planning, housing and enforcement such as with regard to HMOs* (see previously)

Invite charities to collect furniture – people don't know that charities will pick up unwanted furniture.

There was a lack of knowledge about the Recycling and Re-Use Centres. More publicity, in particular better road signage needed for the Hornsey site.

All Safer Neighbourhood Teams should be asked to deal with Environmental crimes as seriously as other crimes (as per Haringay Ward)

Make it easier to get a skip (see above)

Further publicity, promotion, education campaigns needed.

There should be more bulky waste collection days and need to ensure that everything is collected on the day

Lobby Government for more resources

Ensure close liaison with Environment Agency

Appendix D**Contributors to the Review**

The Scrutiny Review Panel wish to thank the following who gave advice and help during the course of this review:

Name	Organisation or Title
Robin Payne	Assistant Director Enforcement
Stephen McDonnell	Assistant Director Streetscene
Robert Curtis	Tactical Heavy Enforcement Manager
Michael McNicholas	Head of Waste Management & Transport
Tony Chapman	Street Enforcement
John Suddaby	Deputy Head of Legal Services
Emma Smyth	Waste Management
Joyce Golder	Legal Services
Steve Robinson	Essellar Waste Management
Kelly Peck	Rapid response Team
Robeson Engur	Strategic Team
Geraldo Eghan	Area Based Officer
Mr I Sygrave	Local Resident
Ms D Miles	Local Resident
Mr D Duckworth	Local Resident
Mr J Russell	Local Resident
Mrs S Williams	Local Resident
Mrs M Batten	Local Resident
Mr W F Nicholls	Local Resident
Ms V McKone	Local Resident
Mr B Dore	Local Resident
Ms M Chowdhury	Local Resident
Mr H Hickey	Local Resident
Ms A Thomas	Local Resident
Alec Worley	Operations Manager - Accord
Dan Smith	Islington Council
Penny Bond	LB Waltham Forest
Gloria Laycock	Director University College London
Ian Kibblewhite	SNT – Inspector for Partnerships and Youth
Janette Gedge	Consultation Manager

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Haringey Council

Agenda item:

CEMB
For The Cabinet

On May 2007
On June 2007

Report Title: **Programme Highlight Report End April 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 April 2007.

2. Introduction by Cabinet 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 Cabinet 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 Cabinet each month.

2.3 Accordingly, this report sets out the highlight report for projects that report to the programme up to the end of April 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**

Contact Officer: **Katy Johnson, Policy & Performance**
Tel: 020 8489 4282

Susie Owen, Policy & Performance
Tel: 020 8489 4071

4. Director of Finance Comments

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

- 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 the diversion of a high pressure gas main. 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. If National Grid cannot meet these cost overruns then traffic management measures contained in the project will have to be scaled down to meet the available budget.
- Children’s Centres – phase 2 planning is on-going. The Children and Young People’s Service is reviewing the business plans and ongoing sustainability of the phase 2 centres before committing further capital resources.
- Primary Schools Capital Programme – the 2006/07 year-end scheme variances (as outlined in the Outturn report) will need to be managed in 2007/08, which will result in a request to Cabinet to re-profile the programme.
- 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 has been 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. A request for capitalisation in 2007/08 has now been submitted to DCLG.

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 Cabinet 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. 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 March 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 Cabinet/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 could 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 5% of the total budget.

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 Hale Urban Centre

12.2.2 Presently reporting 'AMBER' for budget and timescales as there is no long-term budgetary provision available for this project yet: the London Development Agency (LDA) are presently meeting most revenue costs.

12.2.3 There is a risk that we might not be able to secure long term funding for the full implementation of all elements of the Masterplan. The present uncertainty will be mitigated as the project team draw up a detailed implementation plan over the next two or three months. The team hope to quantify the possible management costs, the cost of the

developmental work to bring forward all elements of the Masterplan, and to explore possible funding options.

12.2.4 Wood Green Town Centre

12.2.5 Presently reporting 'AMBER' for budget and issues whilst awaiting confirmation that last year's underspend will be rolled over.

12.2.6 The Mall's application for an extension to its western elevations (West side of the High Road), for the provision of a new department store received approval from the Council's Planning Committee on 30th April 2007.

12.2.7 Tottenham High Road Strategy

12.2.8 The 'AMBER' rating for risks, issues and budget is due to a proportion of the European Regional Development Fund (ERDF) grant remaining unallocated and because there is a shortfall in the number of outputs for the area of space improved.

12.2.9 Government Office for London (GoL) has previously confirmed that it would consider outputs aside from those originally specified as eligible, however, it was advised on the 2nd of May that this is dependent upon other programmes' outputs across London.

12.2.10 The 3.2 UCCG programme is made up of 8 confirmed and active projects. £52.7k of EDRF grant is presently unallocated, which represents only 3.07% of total grant. The feasibility of using this remaining grant money on existing capital projects is being explored.

12.2.11 Growth Area and Community Infrastructure Funds (GAF/CIF)

12.2.12 Mortuary – Budget is presently reporting 'RED' this month due to the need for a redesign of the underground mortuary following the geo-technical survey of the sub-soil conditions. The survey showed a high water table and mixed conditions / strata including shale. This has increased pre-tender estimates of Phase 2 substantially and a value engineering process has been undertaken.

12.2.13 The original additional funding package for the project is now insufficient to meet potential estimated costs. Additional work is being undertaken with the architect to reduce the cost of fees on the project. The Director and Directorate finance officers are aware of these latest estimates.

12.2.14 Greater London Stores (GLS) site – Planning permission for the overall site was granted at Planning Committee on 17th May 2007. This has resolved the main risk affecting this project, and we would expect the RAG status to reflect this from next month.

12.2.15 Heartlands Spine Road – estimated costs of decontamination work on the site is £740,000 and for diverting the main gas mains is £600,000. Work on a more detailed quote for the work is underway and we expect it to be completed by the end of May.

12.2.16 These estimations have been included in the scheme costs and consequently the overall cost is likely to be above the £5m budget. We cannot be certain what proportion of the budget overspend will be borne by National Grid until the decontamination and gas mains costs are confirmed.

12.3 Children and Young People Stream Board

12.3.1 Children's Centres

12.3.2 The review of the financial sustainability of children's centres is making good progress. A report to the Cabinet has been timetabled for July.

12.3.3 This review may result in the number of Children's Centres delivered by the Council being rethought. SureStart regulations state that they will not cut a local authority's Children's Centres funding envelope if that authority reduces the number of Children's Centres they provide, as long as the Centres retain the same reach.

12.3.4 The 'AMBER' RAG statuses reflect the fact that this is a construction programme and thus has an inevitable inherent uncertainty.

12.3.5 Primary Schools Capital Programme

12.3.6 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. There is a risk to the budget in view of a potential extension of time claim and the outcome of discussions regarding the final cost of the steelwork.

12.3.7 The reinstatement work at Crowland is due to complete at the end of May. The decanting of the temporary school into the refurbished building is planned for the Summer Half Term holiday.

12.4 Wellbeing Stream Board

12.4.1 There are no exception reports for the Wellbeing Stream Board.

12.5 Better Haringey Stream Board

12.5.1 Better Haringey Estates Improvement Programme

12.5.2 The AMBER status reflects the slippage into 2007/08, which was largely due to reprofiling of HfH programme spend in the latter part of 2006/07. Together with the risks associated with managing local expectations regarding delay on Campsbourne.

12.5.3 The Groundwork Millicent Fawcett / Love Lane pilot project is progressing. £950k of works completed in 2006/7, with the Campsbourne (Section 106) delayed to September 2007. Carry forward works to the value of £408k are to be completed in the first quarter of 2007/8.

12.5.4 Improving Green & Open Spaces

12.5.1 Sports and Leisure Strategic Renewals 4-year programme of works is funded through the prudential borrowing of £4.6m. This budget is heavily front-loaded with £3.462m profiled for 2005/6, the first year. There is ongoing work to produce the settlement of final account, we are still awaiting confirmation of figures.

12.5.2 There is a risk of slippage of future projects whilst we await the final account and the smaller works over the next three years may have to be re-scoped depending on confirmation of Year 1 Actual Spend.

12.6 People Stream Board

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

12.7 Value for Money Stream Board

12.7.1 Procurement Programme

12.7.2 In order to achieve the £1m savings (£0.5m in each of 2007/8 and 2008/9) we need to have identified procurement projects that offer sufficient scope for making these savings. Projects to contribute to the 2007/08 savings target have been identified and are progressing, projects to contribute to the 2008/09 target are still being researched. The 'AMBER' RAG status for 'Risks' and 'Issues' reflect this lack of certainty about 2008/9 savings.

12.8 Customer Focus Stream Board

12.8.1 Due to the low number of projects currently reporting to the Customer Focus Stream board and the possible restructure of the Programme, it has been recommended that this stream board is disbanded and alternative reporting arrangements are found for the projects. The best fit for Customer Services Implementation Plan is the Value for Money Stream Board and, for the Customer Focus Projects it is the People Stream Board, thus it is recommended that they should report to those Boards respectively.

13. Use of Appendices

13.1 Appendix 1: Programme Highlight Report

PROGRAMME HIGHLIGHT REPORT

FOR THE PERIOD APRIL 2007

Prepared by

Corporate PMO

Version 0.1

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SECTION 1 – REGENERATION STREAM BOARD

Regeneration Stream Board							
(1) HARINGEY HEARTLANDS LEVEL 1 PROJECT		PROJECT DESCRIPTION / OBJECTIVES <ul style="list-style-type: none"> To commission, prepare a comprehensive (phased) and financially viable 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 eight form entry secondary school. To obtain funding for, design, plan and construct a new spine road through the overall site from North to South. To obtain agreement from the other major landowners as to the timing and phasing of detailed planning applications. To secure a guarantee of the decommissioning of the National Grid (TRANSCO) site. To encourage private developers to assemble the necessary land (through targeted acquisitions) as the most effective means of implementing the masterplan. To meet the output targets of up to: 1,200 new jobs; 1,200 new school places; and 2,000 new homes 					
		Original End Date: N/A as phased programme of work		Current End Date: N/A as phased programme of work		Project Budget: N/A	
		MANAGEMENT SUMMARY <ul style="list-style-type: none"> A joint planning application with National Grid for the spine road was approved by PASC on 22nd January, 2007. The road will provide the key access infrastructure and has been funded by £5m from the Community Infrastructure Fund. Construction must be completed by March 2008 to meet the conditions of this fund. Delays were experienced in respect of carrying out the decontamination works, but recent negotiations with National Grid and various parties have greatly improved the position. National Grid are now considering covering further costs related to decontamination which includes encapsulating the gas mains. The school site has been purchased: now being progressed by Children & Young People Service Following the Heartlands Landowners meeting on 19th March, the approach now agreed is that National Grid/London Development Agency (LDA) will submit an outline ‘masterplan’ planning application for their lands, within an illustrative series of sketches that set out the context for the proposed development and demonstrates how it links with the Heartlands area as a whole. This will comply with the requirements of the Haringey Heartlands Development Framework. 					
Month This	Month Last	Status	Time scale	Budget	Resources	Issues	Risks
G	G	G	G	G	A	G	G
Project Sponsor: Justin Holliday Project Manager: Shifa Mustafa / Ian Woolford							

Regeneration Stream Board

**(1) HARINGEY
HEARTLANDS CONT.**

- The London Development Agency (LDA) and National Grid have appointed master planners “MAKE” to prepare an outline ‘masterplan’ planning application. This work is on-going, but it is expected that MAKE will shortly develop a pre-application consultation programme.
- A definitive time table is still to be agreed but the landowners want to proceed as quickly as possible, but in any case an outline planning application for the LDA/National Grid lands should be submitted before the end of the year.
- The LDA has expressed an interest in purchasing the site currently occupied by Olympia Estates from the Council. In our view it would be very premature to discuss disposing of any of the Council’s assets within the Heartlands at this time. We feel that more work needs to be done on the ‘masterplan’ planning application to ascertain the development potential on this site before the Council can make fully informed decisions on how to proceed.
- GAF 3 expressions of interest have been prepared for decontamination and to relocate business’s at the Heartlands. These have initially been considered at 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							
(2) TOTTENHAM HALE URBAN CENTRE LEVEL 1 PROJECT				PROJECT DESCRIPTION / OBJECTIVES <ul style="list-style-type: none"> To commission, prepare, consult, amend and adopt a Masterplan for Tottenham Hale Urban Centre. To procure a new 21st century Interchange at Tottenham Hale Station. To assemble capital and revenue funding from the public and private sector to deliver the necessary physical and social infrastructure. To bring forward the six key sites for development which are Hale Wharf, the Greater London Supplies Depot (GLS), Ashley Road Depot, Station Interchange, Retail Park and High Cross Housing Estate. In general, to implement the objectives of the masterplan in accordance with urban design principles set out in the Tottenham Hale Urban Centre Design Framework. 			
				Original End Date: N/A as phased programme of work		Current End Date: N/A as phased programme of work	
MANAGEMENT SUMMARY							
Month	Status This Month	Status Last Month	Time scale	Budget	Resources	Issues	Risks
	A	A	A	A	G	G	A
Project Sponsor: David Hennings Project Manager: Shifa Mustafa / Ian Woolford				Adoption of Masterplan (SPD) <ul style="list-style-type: none"> The Masterplan was adopted as a Supplementary Planning Document (SPD) on 31st October 2006. It is a material planning consideration and will be afforded significant weight when used to determine planning applications for the Tottenham Hale area. The final version of the SPD is available in hard copy or electronically on Haringey's website. 			
				Progress <ul style="list-style-type: none"> As a result of last year's competition to design a new footbridge over the River Lee, British Waterways have now selected a winning scheme. The new bridge, which is designed by Costain, provides some environmental enhancements, is Disability Discrimination Act (DDA) compliant and respects the Masterplan's 'green link' axis. No formal announcement has been made on the outcome of the competition, as there are a few issues to be sorted-out regarding technical submissions and drainage consent. British Waterways have programmed work to start on the bridge in September with a view to completing in March 2008; however, in order to meet this deadline, a planning application will need to be submitted by the summer. 			

Regeneration Stream Board

(2) TOTTENHAM HALE URBAN CENTRE CONT.

- Buchanan's were appointed by TfL to hold a series of five workshops, which explored design options for the Tottenham Hale Transport Interchange. The workshops involved all of the relevant stakeholders and sought to find solutions to diverging aspirations. The final workshop in the series was held on 18th April. Buchanans / TfL are to present their findings at a later date.
- 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
- ISIS Waterside Regeneration is in the process of appointing an architectural practice to draw-up proposals for a mixed-use scheme at Hale Wharf, Tottenham Hale. On 29th March, ISIS held a stakeholders forum at which community representatives were given the opportunity to watch presentations from the four architects who are tendering for the project, which are: Allies Morrison, CZWG, FAT and Hamiltons. A number of community groups have submitted their comments in respect of the various schemes, to which the architects will be given the opportunity to respond. The final decision on the appointment will be made by ISIS, but further community events will be arranged to give local people the chance to view the emerging proposals.

Timescale

- A revised outline application for the GLS site was submitted on 5th April. The scheme takes into account the comments raised by CABA in respect of design, and TfL's proposals for the four-tracking of the adjoining railway lines. The application for the overall site is due to be considered by Planning Application Sub-Committee on the 17th May 2007.
- The scheme now includes 1210 residential units, a primary school, crèche, hotel, offices and retail. It also includes a 30 metre-wide linear park.
- The full application for the GLS site Podium will be determined once the outline scheme for the overall site has been considered by PASC – this is likely to be in June 2007.

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

MANAGEMENT SUMMARY

- The Wood Green project board was convened on the 27th April with consultants Urban Practitioners. A formal work plan is now being drawn with adjusted time scales which will also link closely with the Heartlands consultation which is due to commence in June.
- The Wood Green Action Group (WGAG) continues to meet regularly and an officer working group has now been set up to take forward streetscape/scene issues identified.
- The Mall's application for an extension to its western elevations (West side of High Rd) for the provision of a new department store received approval from the Council's Planning Committee on 30 April. The scheme will see an additional retail provision of 10,000sqm over 3 floors with S106 contributions for the improvement of immediate environs in the town centre as well as the offering of new jobs and economic development.

Budget/Issues

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

Project Sponsor:
David Hennings

Project Manager:
Karen Galey

Regeneration Stream Board									
4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION	PROJECT DESCRIPTION / OBJECTIVES <ul style="list-style-type: none"> • 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: 30 th June 2007 – ERDF; 2010 - HERS		Project Budget: £3679.57k	Forecast spend: £2986.7k Spend to date: £2984.8k			
	MANAGEMENT SUMMARY								
Month	This	Last	Month	Status	Time	Budget	Resour	Issues	Risks
	A	A	G	A	G	A	A		
Project Sponsor: David Hennings Project Manager: Karen Galey							The overall project status is Amber. All projects are live and two further are very close to completion. There is a small amount of unallocated European Regional Development Fund (ERDF) grant , £52.7k (3.07% of total grant available). Economic Regeneration will appraise the feasibility of a project at Technopark with Property Services which could take up this final portion of grant. Match funding of £102k will be required to draw down this grant.		
Budget The budget rating is unchanged from last month at Amber. This is because there is a small amount of ERDF grant unallocated at present and match funding is required to access this. Economic Development Corporate Finance will load the approved new budgets in May 2007 after the final grant claims for 2006/07 are confirmed.							Economic Regeneration will pursue with Property Services the feasibility of refurbishing an area at the Technopark to take up the remaining available grant funding and contribute significantly to meeting the target for business space improved. All live projects are now on site and the Workspace N17 Studios are now refurbished.		

Regeneration Stream Board

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

Issues

£52.7k of ERDF grant is presently unallocated however this represents only 3.07% of total grant. Grant payment is dependent on achieving outputs. There is a possible shortfall in outputs for area of space improved, but the project at Technopark could significantly reduce this to a level acceptable to GoL. GoL has previously confirmed it would consider outputs, aside from those originally specified, as eligible if required, however it advised on 2nd May that this is dependent upon other programmes outputs across London.

Risks

There is risk attached to the output of area of space improved if a project cannot be put in place to achieve the full target.

UCCG Projects

The UCCG Programme Manager role will be formally transferred from Neighbourhood Management to Economic Regeneration as the delivery team is now part of the urban Environment Directorate.

- **Seven-Sisters Road Shopfronts:** Project complete.
- **Park Lane Shopfronts:** Project complete.
- **TGEC refurbished managed work space:** The IT training room plans were approved by LDA for grant funding and works were commissioned and paid for.
- **Stoneleigh Road new build Managed Workspace:** The timber frame and first fix electrical work was completed. Windows were delivered and installation commenced and the cladding has been delivered and partially fixed.
- **Bruce Grove THI phase I:** Shopfront contractor appointed and construction site meetings being held with both the shopfront contractor and upper building contractors to facilitate effective co-ordination. Eight license agreements with shopfront tenants have been finalised. Progress on elevations now good. Shopfront contractor started 29/01/07. 5 shopfronts (Nos. 538, 544, 546, 550, 552) have been installed. No. 554 shopfront installation nearly complete. New awning box and fascia board installed at the Butchers (No. 540) and Supermarket (No. 542). Stone work, led flashings, projecting shop signs, and awnings cannot be installed until the scaffolding is struck when work to upper facades are complete – due for completion end of May. Legal problem with the new lease for 548 still remains although this may be solved in the next week.

Regeneration Stream Board

(4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION CONT.

Effectively 548 is out of the scheme at present but may be brought in the scheme in the next week. Four Corvinview valuations have been paid for uppers and two valuations paid for shopfront works to T&B.

• **HERS shop fronts and façades:**

- Contractor started on site for 497-507 Tottenham High Road, 15/01/07. Third project meeting held 10/04/07 – main activities on-site have been overhauling windows, installing secondary glazing, repairing decorative features on the façade and stonework repairs. Roof repairs are now complete. Temporary roof cover removed and scaffolding struck on roof and side elevations. Making good progress and on target to finish June 2007. Third valuation invoice received and passed for payment.
- Contractor appointed for 485-489 High Road and pre-contract meeting held 14/03/07. Anticipated start date of 14/05/07 subject to obtaining TfL scaffolding licence. Individual grant agreements signed for all properties in this phase.

• **536 High Road:** Grant application received and confirmed. Applicant was only able to obtain 2 quotes which have been accepted.

• **614 High Road (Blue School):** Scaffolding struck and final roof works completed to old building. Grant aided portion of works anticipated completion is late June 2007.

• **Enfield Council Fore Street:** Shopfront installations completed, snagging works continued.

• **Workspace project on Tottenham High Road:** Work completed and final sum of £549.5k reported to GoL for claim.

Non-UCCG Projects

• **Rangemoor Road:** Steel frame delivered and erected, blockwork commenced.

Regeneration Stream Board

(4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION CONT.

- **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 issued shortly after reconciliation of available funds has been complete. 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 but intend to go ahead with work in current financial year.
- **Bruce Grove THI:** The next phase of the programme (Groups 2 &3) will not benefit from the UCCG/ERDF funding. Design and budget verification completed and satisfactory. Drawings and tender documents complete and procurement of contractor in progress. Contractor selected off CPG framework agreement and interviewed by design team. Contractor to go through tender process. Planning application submitted 30/03/07.
- **Hornsey High Street:** Contractor started on site 30th January 2007. Site compound set up on St. Mary's Road. New shopfronts have been installed at Nos. 3, 7, 17 & 34. Nos. 1 & 9 to be installed May 2007. Delays have occurred due to utility company delays. Gas pipes that run in front of decorated features have now been moved by utility company so stone restoration contractors can now commence works. Third valuation invoice received and passed for payment. 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: £5452k	Forecast spend: £5321k Spend to date: £5309k
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Markfield

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

MANAGEMENT SUMMARY
Markfield Recreation Ground

- The pre-qualification questionnaires have been returned and 6 contractors are being assessed for the drainage works. The tender package is currently being produced. Work will begin in August and be completed in November.
- Detailed designs are being drawn up for the café and playground.

Project Sponsor:
Niall Bolger

Project Manager:
Shifa Mustafa, Ian Woolford;
Steve Carter

Traffic light status -

- The quality of the pre-qualification questionnaires was not as good as expected so the work may have to re-advertised. Scoring on the current contractors is being finalised with CPG. If we have to advertise again for a more suitable contractor to carry out the works, this will give us a delay of 1 month. The project will still be completed this year.
- Silt analysis and water quality testing will take place in the next few weeks.
- The café has to be completed this year so work needs to progress very quickly on this.
- The playground also needs to be completed this year and the funding from the Big Lottery Fund which is required to make up the total costs of the playground, will hopefully be confirmed in June.

Regeneration Stream Board

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

RELOCATION OF THE MORTUARY

Mortuary

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

GLS

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

Spine Road

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

Mortuary

- Phase One (Restoration of the Lodge) Approval to proceed with Bolt & Heeks Ltd given by Director. Will be on site A.S.A.P. (first week May potentially) .The Contract is being completed by Legal Services. Tenders for mortuary equipment sub-contractor (specialist) being assessed, two submissions, both suitable, but some points require clarification with both companies . Tenders for main contract on Phase Two (the underground mortuary) being prepared for three stage process. First stage has reduced competitors to two companies from the Framework list.
- Planning Application approved at Committee on 26th March. Matter referred to Government Office for London (GoL) and their approval has now been received on 20th April. LB Haringey condition added regarding the need for an archaeological investigation has been actioned and Archaeological Solutions will be on site next week.
- The foundations and civil engineering to the mortuary have been redesigned following the geo-technical survey of sub-soil conditions. This showed a high water table and mixed conditions / strata including shale. This has increased pre-tender estimates of Phase Two substantially and a value engineering process has been undertaken. Estimated costs are still above the total agreed project value of £2.38 million.
- The original additional funding package for the project is now insufficient to meet potential estimated costs. Additional work is being undertaken with the architect to reduce the cost of fees on the project. The Director and Directorate finance officers are aware of these latest estimates.

Coroner

- Lease for new building in Barnet with Legal Services of both Haringey & Barnet Councils. No additional information / progress at present on this part of the project.
- The provisional date for the move is now likely to be August 2007.

Budget

- Total costs for Phase Two as estimated by the Quantity Surveyors give a total pre – tender project cost for the whole project of around £ 2.8 million. This includes a 16% figure for preliminaries and 10% for contingencies.
- The tendered price for Phase one showed a saving of 30% on the pre-tender estimate, and the specialist sub-contractor a saving of some 32%. We would anticipate some savings on Phase Two after the completion of the tender.

Regeneration Stream Board

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

Timescale

- Slippage has occurred to project timescales / key milestones in respect of the design & planning submission and we have made up some time through phased working. The two phase approach enables tasks to be squeezed a little more into the timeframe to and permit parallel working.
- Planned on site Phase 1 will be at the beginning of May with Phase 2 starting in June 2007.

GLS SITE

- Amended outline planning application for the overall site was submitted on the 5th April 2007.
- The application for the overall site will be considered at planning application sub committee on the 17th May 2007.
- The scheme now includes 1210 residential units, a primary school, crèche, a hotel, retail and offices.
- The scheme includes a 30 metre wide linear park.
- The stage 1 report will be considered by the Mayor of London on the 25th April.
- A Development Control forum with the public was held on the 26th April at the Welbourne Centre.
- Critical areas of work :- Secure comments of Statutory consultees. Complete section 106 negotiations. Committee report to be drafted.
- It is anticipated the podium will go to planning application sub committee in June 2007.

Risks and Issues.

Planning issues as described above. The delivery of this project is dependent on the land owner achieving a favourable decision on the outline planning application for the overall site. The delays in the application for the overall site being resolved will impacted on the delivery of the GAF project.

Regeneration Stream Board

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

HEARTLANDS SPINE ROAD

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 £5.6m and this has been reflected in the scheme program that has been revised, although firm costs will only be available once the tenders have been analysed and the cost of decontamination developed by end May.
- The revised PID and costing profiles have now been adjusted to contain the overall scheme costs to £5m and the Milestones now reflect this programme.
- Positive meeting held with DCLG/CIF officers to discuss the budget implications of De-contamination and gas mains diversions and encapsulations. Agreed to discuss further once firm costs have been identified.
- Discussions are ongoing to seek National Grids agreement to meet costs above the £5m. approved by DCLG. Once firm costs are available, further meetings will be held to find a positive resolution to this.

Contamination

- Detailed design has been completed on Phases 1 & 3 (existing carriageway), and on Phase 2 (new carriageway).
- Decontamination site surveys by Celtic, the National Grid's contractor are underway. It would appear from early indications that there are numerous services within the site, and the strategy to protect the service mains may be more complex than initially predicted. A Strategy report is expected by the end of May, following discussions with the Environment Agency.
- 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.

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 agreement with the Chocolate Factory to retain its "right of access" from the land at Western Road has now been negotiated.

Regeneration Stream Board

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

- Discussions with Education on the report produced by Dearle and Henderson (consultants to Education) on accommodation works needed at the school have produced a satisfactory agreement and a report to the Executive has been submitted for the June Executive Committee seeking ratification of the vehicle pound. of this land appropriation. Works are programmed to be carried out at the school during the summer holidays, starting at the end of July.
- Discussions are ongoing with Network Rail to reach agreement on the land needed along Western Road.
- Proposals for the accommodation works to the Call Centre have been agreed with Property Services, and implications of the works have also been discussed with the management of the vehicle pound.

Contract/PQQ

- Contract Documents sent out to the 5 contractors included following the PQQ short listing at the end of February. Completed tenders were returned on 20th April.
- 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.
- Tenders are now being analysed. And will be reported to the Executive Committee in June.

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: £160k Forecast spend: £160k
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Risks	Issues	Resources	Budget	Timescale	Status Last Month	Status This Month
G	G	G	G	A	A	A

MANAGEMENT SUMMARY

Hornsey Town Hall

- The expressions of interest received for the development scheme are being evaluated.
- Work continues on establishing the Community Trust which has now been incorporated as a Company Limited by Guarantee.
- The Community Partnership Board has met and continues to work on the future business plan and management arrangements and promoting the Town Hall as a community venue (e.g. an interactive arts exhibition will be held in the Town Hall on 19th and 20th May).

Tottenham Town Hall

- Feedback from Newlon is awaited on the Heads of Terms for the Development Agreement.
- Work continues to investigate alternative premises for re-locating voluntary sector groups either within or outside the Council's portfolio.

Hornsey Depot

- A team has been established for evaluating the bids received (closing date 2 May). Following evaluation there will be a presentation to Members on the proposed shortlist.
- Re-location of the Coroner's Court and Mortuary is progressing satisfactorily. Work continues on identifying options for re-locating other existing users as necessary.

Project Sponsor:
Tim Dauncey

Project Manager:
Dinesh Kotecha

Regeneration Stream Board

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

Bull Lane Playing Fields/Pasteur Gardens/Weir Hall Close

- Attempts are continuing to meet with LB Enfield to discuss S.106 arrangements. Concurrently, consideration is also being given to alternative options and the Council's marketing strategy.

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 the Wards Corner Project Executive Meeting has started to meet monthly to take the listed issues forward. Work is being undertaken to address the issues and agree a basis on which the parties can proceed. The current timetable for completion of this development is 2011. 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	Timescale	Budget	Resources	Issues	Risks
A	A	A	G	A	A	A	

Regeneration Stream Board

**(7) WARDS CORNER
CONT.**

Budget and Resources

The overall rating is Amber. The current budget for land acquisition, set aside by the developer, including associated CPO costs is 13.5 million pounds. The NDC budget for the 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 was taken to the NDC Board on 28.2.07 and unanimously approved. 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 – currently on track
- 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. A report will shortly be available.

Regeneration Stream Board

**(7) WARDS CORNER
CONT.**

- Development costs – The mixed land ownership on the site has resulted in high land assembly costs. The cost of development continues to be carefully considered and controlled, to avoid any resulting adverse impact on viability
- Mayoral support for the scheme – The Mayors tool kit will be used to ensure that the scheme addresses any issues which should be considered prior to referring the development to the GLA and early contact will be made.
- 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.. The planning advice now being obtained and the meetings with TFI is contributing to the developers making informed design decisions
- Businesses without a legal interest – market traders will benefit from the preparation of information, advice and sign-posting
- English Heritage – there is a new officer involved in the Haringey schemes and early contact and briefing about the long consultation history on this site will be provided

SECTION 2 – CHILDREN AND YOUNG PEOPLE STREAM BOARD

Children & Young People’s 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

Original End Date: 2011 End date last month: 2011	Current End Date: 2011	For 2006/07: Original Annual Budget: £34,007k Revised Annual Budget: £27,957k Cash Limit Budget: £29,659,316	For 2006/07: Spend to date: £27,178,743 YTD Variance: -£2,480,573 Projected Variance: -£492,777k
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Risks	Issues	Resources	Budget	Timescale	Status Last Month	Status This Month
A	A	A	A	A	A	A

MANAGEMENT SUMMARY

- **Overall:** We continue to make steady progress on the programme despite some early stage set backs. However, we continue to drive greater clarity within the programme as the new project managers embed themselves further into the programme and we gain greater insight into many of the challenges that we face.
- **Timescales:** Greater pressure placed on the programme, in particular at StTM and WSH, due to poor performance of the schools’ previous Project Managers (PMs). Expecting delays as the new PMs transition into their new roles but are expecting recovery initiatives to remedy some of the time lost. Our best indication suggests no material impact on the programme budget or timescales for the programme on a whole. We have initiated projects at other schools ahead of plan.
- **Resources:** New project managers have joined the team. We continue to progress development of installing client-side capacity.
- **Budget:** Continual demands being placed on the cash limit budget. Consensus being achieved with the QS team and we have a better understanding of the tolerances.

Programme Sponsor:
Ita O’Donovan
Programme Manager:
Gordon Smith

Children & Young People’s Stream Board

(1) BUILDING SCHOOLS FOR THE FUTURE CONT.

- **Issues and Risks:** The risk around the transitional issues of a new project management team into new roles appears to be reducing. However, issues pertaining to PFI/DoV and the New School continue.

TIMESCALES

- **CON:**
 - There has been slippage both in St Thomas More and Woodside High plans. Work has been carried out to arrest the slippage and to ensure there is no mutual impact on the time and budget. All other school projects remain on plan or will be initiated ahead of schedule
- **ICT:**
 - It had been expected that a Procurement recommendation would have been given to the April 17th Procurement Committee regarding the preferred supplier for the 6FC ICT estate and interim Managed Service. In the best interests of the 6FC, a decision was made to seek further clarification on the bids received. This was vital to ensuring that we understood fully what both vendors were offering to permit a valid and full comparison. This change in approach and the slight delay it caused meant that no recommendation could be made prior to the Committee meeting. Delegated authority was agreed at the Procurement Committee to allow ratification of the decision on the 27th April. No delays are anticipated in completing the procurement.

RESOURCES:

- **PRO:** Following the termination of Dearle and Henderson as construction Project Managers, there are still some final issues to resolve regarding their final costs and invoice, which drives the ‘Amber’ status against resource. It is not expected that there will be any negative material implications on the budget.
- **ICT:** A Service Delivery Manager will be recruited to assist with BAU delivery and transition management

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

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: procures consultants and services required by the programme, including the design team partners, and construction partners.
TRA = Transformation: manages the interface between schools and programme, ensures new school buildings & technology deliver max benefit to users

Children & Young People's Stream Board

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

ISSUES AND RISKS:

- **TRA:**
 - Integration of strategic elements at risk due to limited school capacity and programme timescales
 - School capacity, commitment and ability to manage BSF workloads remains at risk due to BSF timescales (e.g. ICT Procurement) due to the transformative nature of the programme, and its complexity and scale
- **CON:** The risk to agreeing the Deed of variation with SMIF still remains

Children & Young People's 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 arrangements for the delivery of services.
- Complete the implementation of 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	Current end date: Mar-2008	Original Budget: £700k	Spend to date: £0
End date last month: Mar-2008		Revised Budget: £1,050k	Forecast spend: £1,050k

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

MANAGEMENT SUMMARY

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

- The implementation and use of a common referral is now in place. We are collecting management information on referral patterns and the use of resources to enable comparison over time, to evaluate effectiveness and to predict future trends.

There has been a steady increase in the number of referrals since January and during the reporting period 21 were received and presented to the panel, this is nine less than in the previous month. Of the 72 referrals since January 50 have been from schools and agencies in the South Network. A meeting to review the present arrangements for assessing referrals will be held in May.

- As reported previously, the new Childcare places Commissioning Panel has been established. The panel agreed to target wards within the borough with a noticeable lack of provision and to commission childcare places from a number of identifiable providers. The Panel has identified gaps in provision during the school holidays as a particular concern and have met with a number of organisations to discuss and advise on developing proposals. Provision for children with disabilities is a priority.

Project Sponsor:
Dr Ita O'Donovan

Project Manager:
Robert Singh

Children & Young People's Stream Board

(3) CHILDREN'S NETWORKS, CONT

- The childcare sufficiency preparation exercise, undertaken by 4Children and funded by the DfES, has now been completed and a report presented. We are now looking at how the exercise can be progressed to ensure the Authority meets its statutory duty by April 08.
- A report to the Cabinet on Children's Centres has been timetabled for July and is on track. It will include a detailed financial analysis.
- A meeting to discuss a number of clarification points raised by the Big Lottery Fund (BLF) arising from our Play funding application was held during the reporting period. There were no areas of significant concerns raised by the BLF but we were requested to be more precise and exact in a number of targets areas we had set. It is expected that we will receive final notification by the end of June.
- Following a short delay, the date for opening Triangle Children's Centre has been scheduled for Monday 14th May.

Budget

- The £1,050,000 made available by the Schools Forum has been profiled with funding allocated to each Network Learning Community to have in place Family Support Workers.

Children & Young People's Stream Board

(3) YOUTH SERVICE IMPROVEMENT PROJECT

PROJECT DESCRIPTION/OBJECTIVES

The purpose of this project is to secure the improvement of the Youth Service as per the objectives below
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 indicator targets 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: £1.598m Revised budget: £1.598m	Spend to date: £118k Forecast Spend: £1.598m
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Risks	Issues	Resources	Budget	Timescale	Status Last Month	Status This Month
G	A	G	G	G	G	G

MANAGEMENT SUMMARY

Improve the quality of youth work practice and consequently achievement

- A Health Check has been commissioned for mid September to provide an external review of practice and assess the improvement in quality

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

- We are continuing to work with staff to ensure that the Project and Session planning is fit for purpose. The competency based induction programme is assisting with this

Extend the range of youth work activity

- Progress towards achieving our Best Value Performance Indicator targets has been good with a substantial increase from last year (nearly a 100% increase in 'contact' and 'participation' figures, and over 400% and 300% increases in recorded outcomes and accredited outcomes respectively). Therefore there is every indication that we now have effective systems in place.
- A good news story on this good progress will be published in Haringey People.
- The restructuring is nearing completion with interviews to be held in May 2007. It is anticipated that the vacancies will be filled by July 2007.

Project Sponsor:
Janette Karklins

Project Manager:
Belinda Evans

Children & Young People's Stream Board

(2) YOUTH SERVICE IMPROVEMENT PROJECT

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 were scheduled for Aug - Oct 06 and have been achieved.
- Robust financial and performance management systems are now well-established at an individual and unit level.

Monitor and quality assure youth work rigorously

- In the Post Inspection Action Plan, all transformational activities were scheduled for Dec 06 – March 07. All activities have now taken place and we are assessing if we have achieved the outcomes. Initial evaluations show that youth workers do understand what is expected in terms of quality of delivery and the quality check of the Project Plans is flagging up where there are knowledge gaps.
- The induction training for staff, which includes the implementation of the new integrated targeted youth offer, challenging opinions and attitudes, and influencing staff knowledge on quality youth work in the 21st Century.

Children & Young People's 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: January 2007 End date last month: July 2007	Current End Date: July 2008	Original Budget: £36.264m Revised budget: £35.119m Forecast Spend: £37.379m	Spend to date: - £0k Projected annual expenditure: £8.883m Projected variance for the year: £394k
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MANAGEMENT SUMMARY

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

- Sure Start Central unit approval for Seven Sisters received.
- Welbourne and Earlsmead construction works started on Monday 2nd April 2007.
- With the exception of Bounds Green Children's Centre and South Harringay Children's Centre, all the projects within the programme are projected to be completed by March 2008 as per the funding target milestone.
- The DFES bulletin Ref:SSESCGO7_10 advised that in exceptional circumstances and where local authorities fully meet the criteria, a limited number of projects can be finished after this date.
- We are meeting with the Sure start Area Programme Manager at end of May 2007 to seek approval from the DFES Sure Start Central Unit for agreement to the revised projected expenditure profile and giving evidence that we meet the DFES criteria.
- The review of the financial sustainability of children's centres is making good progress. A report to the Executive has been timetabled for July.
- This review may result in the number of Children's Centres delivered by the Council being rethought. SureStart regulations state that they will not cut a local authority's Children's Centres funding envelope if that authority reduces the number of Children's Centres they provide, as long as the lower number of Centres retains the same reach.
- Most other indicators are set at amber to reflect that this is a construction programme and thus has an inevitable inherent uncertainty.

Project Sponsor:
Ian Bailey

Project Manager:
David Moore

Children & Young People's 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
Forecast Spend: £37.379m

Spend to date: - £86k
Projected annual expenditure: £8.883m
Projected variance for the year: £393k

MANAGEMENT SUMMARY

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

- The programme for delivering the new school places is proceeding broadly to programme. Amber status overall reflects the risks and challenges inherent in any construction programme on this scale
- The first stage of the construction procurement in respect of Coleridge Primary School expansion was presented to the April Procurement Committee and approved. Demolition works on the TUC site begin on 14th May.
- 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. There is a risk to the budget in view of a potential extension of time claim and the outcome of discussions regarding the final cost of the steelwork.
- The reinstatement work at Crowland is due to complete at the end of May. The decanting of the temporary school into the refurbished building is planned for the Summer Half Term holiday.

Project Sponsor:
Ian Bailey

Project Manager:
Steve Barns

SECTION 3 – WELL BEING STREAM BOARD

Well Being Stream Board

(1) E-CARE PHASE II

PROJECT DESCRIPTION/OBJECTIVES

- Successful Implementation of the FWI Purchasing module to allow for decommissioning of FIFl.
- Entry / updating of social care records on one system (FWi) rather than two (FWi & FIFl).
- 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 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
Forecast spend: £1698k
2007/08 Budget: £358k

Spend to date: £43.8k
Profiled budget: £30k
Projected Variance for the year: -£327k

MANAGEMENT SUMMARY

- Between 16th – 27th April, the project team conducted a series of workshops with Finance User Group (FUG) reps and 3rd / 4th tiers to review final proposals of the 'TO BE' systems design for the Framework-I Finance Purchasing module.
 - The workshops were completed as planned and the system design was approved in principle. Attendance at some workshops was below that expected, and this will be raised at the project board. Development work to 'configure / build' the system based on the agreed design will commence from May.
 - Technical work continues with both Data Migration and Interface design.
 - The project team will be developing Change Impact analysis plans now that the 'TO BE' system design has been approved. These plans will be reviewed with all 3rd tiers in May, and workshops will be run with 4th & 5th tiers in June to walk staff through key 'people', 'system' and 'process' based changes.
- Issues**
- There are currently some "staff" based FWI Usability issues which require resolution by operational management. Change management activity is taking place to understand the nature / cause of these, and resolution of these will be addressed during the Change Impact analysis work mentioned above.

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

Project Sponsor:
Catherine Galvin

Project Manager:
Andrew Rostom

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: August-07	Project Budget: £5.65m	Spend to date: £4.260m Forecast spend: £5.65m
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Osborne Grove

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

The Red House

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

Broadwater Lodge

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

MANAGEMENT SUMMARY

Osborne Grove (New Build 32 Bed Respite Care Home)

- The contractor's site meeting, No. 12, was held on the 25th April 2007. The contractor is reporting a twelve-week delay. The Contract Administrator (CA) has assessed the contractor's claim for an extension of time and granted an award of 9 weeks, extending the completion date to the 25th May 2007. The contractor continues to contest his right for more time.
- The Cost Manager, based on this award, will assess the contractor's entitlement to costs.
- The expected completion is the 18th June 2007.
- 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

Project Sponsor:
Mary Hennigan

Project Manager:
David Bray

Cooperscroft (TUPE)

- The disposal of Cooperscroft completed on the 30th September 2006. £3,138,900.39 received from Rockley Dene.

Trentfield

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

Cranwood

Cranwood

Project complete

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

Trentfield

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

Cooperscroft

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

Well Being Stream Board

(3) TEMPORARY ACCOMMODATION REDUCTION

PROJECT DESCRIPTION/OBJECTIVES

- 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: Jul-07
End date last month: Oct-07

Current End Date: Oct-07

Project Budget: £N/A

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

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

MANAGEMENT SUMMARY

- New project management support identified within Housing Services
- A specialist advisor has joined the project group
- Numbers in TA fell for year end
- Meetings held with CLG to update on progress and agree further actions

Project Sponsor:
Rupert Brandon

Project Manager:
Mel Cant

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: Sept '07		Project Budget: £1.408 million (by end Sept '07) [Revised to include £62k NRF allocation].		Spend to date: £950k Forecast spend: £1.358m by end June '07	
MANAGEMENT SUMMARY							
Risks	Issues	Resour ces	Budget	Time sc ale	Status Last Month	Month Status This Month	
A	A	A	G	G	A	A	
Resources / issues / risks The Groundwork Millicent Fawcett / Love Lane pilot project is progressing. £950k of works completed in 2006/7, with the Campsbourne (Section 106) delayed to September 2007. Carry forward works to the value of £408k are to be completed in the first quarter of 2007/8. The amber status reflects the slippage into 2007/08, which was largely due to reprofiling of HfH programme spend in the latter part of 2006/07. Together with the risks associated with managing local expectations regarding delay on Campsbourne.							
Project Sponsor: Bob Watts Project Manager: John Morris							

Better Haringey Stream Board

(2) DELIVERING ENVIRONMENTAL IMPROVEMENTS ON HOUSING ESTATES IN HARINGEY

PROJECT DESCRIPTION/OBJECTIVES

- The overarching objective is to deliver immediate improvements to environmental services on estates in preparation for the Arms Length Management Organisation (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 (VfM). The project aims to support strong joined up working between Homes for Haringey, Environmental Services and Neighbourhood Management. The project comprises of 5 separate workstreams, against which progress is shown below.

Original End Date: April 07 (HfH inspection)
End date last month: April 07

Current End Date: PID to be revised for 2007/8 extension.

Project Budget: N/A contained within existing departmental budgets

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

MANAGEMENT SUMMARY

This project comprises five separate work-streams, each supported by a small officer group. A key area of work during April was the Estates Clean Sweep – a targeted programme of work over three days bringing together a range of Urban Environment Services with Neighbourhood Management and other external partners to target environmental problems on estates. This project was originally planned to complete at the end of the financial year 2006/07, however, it has highlighted a range of areas where further work will help to continue some of the environmental improvements now in place. It is therefore suggested that a revised project initiation document (PID) is drawn up for inclusion in the 2007/08 Better Haringey programme of work.

Waste Management and Recycling:

VfM Self Assessment of Waste Management on estates (contract, client side and recycling) has now been agreed by the ALMO board and the key recommendations accepted by the service.

Area based working

Work is now in progress to deliver the action plan drawn up in response to consultation with HfH estates staff. A detailed list of estates where access problems obstruct refuse vehicles has been drawn up and the Highways team are now drawing up a traffic management plan; arrangements for regular estate based meetings between HfH staff and ACCORD are agreed with a schedule of dates drawn up and a review of bulky refuse collection arrangements has been carried out and discussions are due to take place with ACCORD to review current collection arrangements.

Project Sponsor:
Jackie Thomas

Project Manager:
Joanna David

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

Better Haringey Stream Board

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

Grounds Maintenance (including play areas on estates) and Lighting

Better Haringey Clean Sweep on estates took place at the end of April with a programme of activities including mending paving stones, cutting back hedges, deep cleaning grassed and paved areas and graffiti removal. This was supported by targeted enforcement action with a uniformed presence on the estates throughout the week. Highways are carrying out the comprehensive audit of all lighting columns and input onto the data system, pre inspection.

Enforcement

Delegated powers are being sought to enable Homes for Haringey (HfH) estates staff (Estates Services Managers) to take enforcement action against tenants for dumping and littering. Urban Environment enforcement officers are working with estates staff to tackle anti-social behaviour and take action against a small number of prolific offenders – these cases will be publicised in Home Zone. Standard letters are now being issued as the first stage of the enforcement process to target anti-social behaviour on estates. Priority list of dumping hotspots a standing item at area based working meetings. Action plans are in place to address the recommendations arising from the VfM reviews of Pest Control and the Noise Service.

Better Haringey Stream Board

(3) RAISING AWARENESS & INVOLVEMENT

PROJECT DESCRIPTION/OBJECTIVES

- To provide information and education, and to show how the individual can make a difference to their local environment.
- Instil a renewed sense of civic pride within the local community.
- To develop new ideas to support the communication of all projects in the Better Haringey programme.
- To engage with specific groups where there is a lack of knowledge or understanding of Council Services and activities aligned to the Better Haringey programme.
- To develop a detailed understanding of residents' perceptions and concerns and what we need to do better.

Original End Date: April '08 End date last month: n/a	Current End Date: April '08	Theme Budget: £225,400 (2007/8)	Spend to date: £6,325 Forecast spend: £225,400
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Risks	Issues	Resources	Budget	Time scale	Status Last Month	Month Status This Month
G	A	G	G	G	G	G

MANAGEMENT SUMMARY

Clean Sweep on Estates was successfully delivered between 23 – 28 April, with 11 estates receiving additional clear up activities. Highlights included community clear ups, an extensive door knocking and feedback exercise to encourage civic pride on estates, outdoor repairs, litter picking, deep cleans, and grounds maintenance. The next Clean Sweep will be in Haringey and St. Ann's in July.

Planning for the first ever Better Haringey Green Fair continues with a number of key activities, entertainment and stall holders confirmed. A detailed updated report was submitted to the Stream Board in April and to Members in early May. Concerns regarding the cost of providing the infrastructure have been resolved with the addition of project support from Neighbourhood Management. Key activities over the next period include, finalising the content of the fair, continuing to promote the Better Haringey Awards and the sign off of the artwork for the publicity due to commence in June.

The current outdoor campaign 'Fly-posting comes and goes – The £75 Fine Sticks' will be displayed on bus stops across the borough until the end of April to raise awareness of the risk of prosecution for would be fly-posters. Radio advertising on London Greek Radio & London Turkish Radio also continues until the end of June covering recycling, littering and fly-posting.

Issues

The number of nominations received for the Better Haringey Awards is currently low. There will be a strong emphasis over the next period to target key groups to encourage nominations.

Project Sponsor:
Joanna David

Project Managers:
Jon Clubb
Deborah Hogan
Jude Clements

Better Haringey Stream Board

(4) ENVIRONMENTAL CLEANLINESS & ENFORCEMENT

PROJECT DESCRIPTION/OBJECTIVES

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

Eyesores: 31 March 07
Community Clear Ups: 31 March 08
Mobile Clean Team: 31 March 07

End date last month: 30 Sept 08
Eyesores: 30 Sept 08
Community Clear Ups: n/a
Mobile Clean Team: n/a

Eyesores: 30 Sept 08
Community Clear Ups: 31 March 08
Mobile Clean Team: 31 Mar 08

Theme Budget: £280k
Eyesores: 2007/8 tbc
Community Clear Ups: £80k [£40K NRF, £40K SSCF]
Mobile Clean Team £200,000 [£75k NRF, £125k SSCF]

Theme actual spend: £0
Eyesores: n/a
Community Clear Ups £0
Mobile Clean Team £0

Theme forecast spend: £280k
Eyesores: n/a
Community Clear Ups £80k
Mobile Clean Team £200,000k

MANAGEMENT SUMMARY

Eyesores Programme

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

White Hart Lane Station - Network Rail have obtained estimates to erect a single gate and 2.4m high palisade fencing on western side in order to restrict access to area and the arches beneath the station.

Church Road Bridge - The sensitive graffiti [tributes to a deceased youth] has now been removed by Network Rail and an officer is monitoring any possible repercussions on a weekly basis. A press release is being drafted.

Nuisance from Pigeons at Bruce Grove Bridge - Contractor has still not been able to complete pigeon proofing on the southern side due to a rusted guttering system that birds can edge through. Network Rail will now review drainage arrangements before the matter can progress.

Nuisance from Pigeons at St. Ann's/ Seven Sisters - Work to replace unsatisfactory netting with bespoke materials has been halted. Because there are two pedestrian crossings beneath the bridge that need re-proofing, road closure orders are required and have been delayed due to other traffic diversions in the area. Also, Network Rail is considering incorporating the scheduled repainting of the fascias of the iron structures.

River Lea - Work has continued on the western lock at Tottenham Hale. Rubbish, debris and slime have been removed

Project Sponsor:
Joanna David

Project Managers:
Rob Curtis
Zoe Robertson
Emma Smyth

Better Haringey Stream Board

**(4) ENVIRONMENTAL
CLEANLINESS &
ENFORCEMENT CONT**

Rangemoor Industrial Estate - Improvements achieved since new estate manager appointed. Monthly meetings arranged with manager. Fly-tipping being closely monitored and two officers engaged in routine litter picking.

Myddleton Road Wood Green - A good response has been received from the owners of 'Eyesore Shops' [derelict and unkempt]. The general opinion is that there is insufficient patronage to revitalise the retail trade. Some say applications to convert retail units to dwelling accommodation or office use have failed to gain planning approval.

Community Clear Ups

- Project due to start in May 2007.
- The Community Clear Ups schedule is currently being planned for 2007/8 to provide maximum value for money and efficiency in how the service is provided.
- Budget in 2007/8 - £40K NRF/£40K SSCF
- Spend at end of Period 1 – £nil – project to commence in May.

Mobile Clean Up Teams & Street Cleaning

- Funding has been secured for 2007-08
- The function of the Mobile Clean Team has been reviewed and it is proposed to retain 1 Mobile Clean Team (2 teams were in operation last year). We propose to use the remaining funding to introduce a new litter picking service in 10 wards this year. This litter picking service will be a service *in addition to* existing street sweeping arrangements. The 3 SSCF wards are amongst the 10 wards chosen to receive the additional service.
- Budget in 2007/08: £75,000 NRF / £125,000 SSCF

Spend to date £0. Payment is one month in arrears, therefore spend will show next period.

Better Haringey Stream Board

(5) IMPROVING GREEN & OPEN SPACES

PROJECT DESCRIPTION/OBJECTIVES

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

<p>Original End Date: Open Spaces Imp Prog: Feb 07 Sport & Leisure: Mar 07 Chestnuts Park: Oct 07 Pks & Open Spaces Hyg: Ongoing Groundwork: Jun 07 Parkforce: Aug 07</p> <p>End date last month Open Spaces Imp Prog: Apr 07 Sport & Leisure: Mar 07 Chestnuts Park: Apr 08 Parks & Open Spaces Hygiene: ongoing. Groundwork: Jun 07 Parkforce: Jul 07</p>	<p>Current End Date: Open Spaces Imp Prog: Apr 07 Sport & Leisure: May 07 Chestnuts Park: Apr 08 Pks & Open Spaces Hyg: ongoing Groundwork: Jun 07 Parkforce: Jul 07</p>	<p>Theme Budget: £2802k [subject to confirmation of 07/8 budget & carry fwd from 06/7]</p> <p>Open Spaces Imp Prog: £1253k [06/7] Sport & Leisure: £594k Chestnuts Park: £560,000 [subject to approval] Pks & Open Spaces Hyg': £323k [06/7] Groundwork: £130k, revised to £72k Parkforce: within existing mainstream budgets.</p>	<p>Spend to date: £1906k Open Spaces Imp Prog: £1236k Sport & Leisure: £277k [06/07] Chestnuts Park: £0 Pks & Open Spaces Hyg: £323 Groundwork: £70k [end March] Parkforce: n/a</p> <p>Forecast spend: £2802 Open Spaces Imp Prog: £1253k Sport & Leisure: £594k Chestnuts Pk: £560,000 [awaiting approval] Pks & Open Spaces Hyg: £323k [tbc] Groundwork: £70k Parkforce: n/a</p>
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MANAGEMENT SUMMARY

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

- The amber status largely reflects outstanding agreement on the Sports and Leisure Phase 1 final account, and the potential knock-on effect to the remaining renewals programme.
- Downhills Pavilion Demolition now complete and additional works being carried in preparation for Green Flag.
- Resurfacing programme in final stages, work expected to be complete by week ending.
- Allotment programme near completion – awaiting transfer of Portakabin to Albert Rd Rec (pending alternative crane).

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

Project Sponsor:
John Morris

Project Managers:
Don Lawson, Andy Briggs
Paul Ely

Better Haringey Stream Board

(5) IMPROVING GREEN & OPEN SPACES

- Wood Green Landscape is now nearing completion following delay by waterworks. Expected timescale for completion approximately 2 weeks.
- Archway Road is being tendered for works with project start expected end of May 07 (minus planting programme).
- Closing all projects down and programming new capital works for the 07-08 financial year.

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

- Settlement of year 1 final account works continues to pose a risk to the year two projects, £3,137k minus retentions of £47k has been paid to date. AYH Consultancy has advised they are now in the final stages of settlement. Should this not be resolved corporate procurement have advised of options linked to dispute resolution and audit.
- The Member approved limit stands at £3.462 Inc fees. AYH understands any overrun on the approved £3.2 for works poses a risk to year 2/3 works. Corporate Procurement has been involved in this process since June 2006 liaising with AYH on the final account. Corporate Procurement has met with AYH and C&B on 28th March to seek resolution of the final account. Procurement has requested final figures following cancelled meeting on 27th April. In case of cost exceeding approved limit, process is being confirmed for “possible” approval of additional funds.
- Commencement of works at Park Road Leisure Centre changing rooms 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 2007.
- Specifications have been worked up for the replacement of the filtration systems at both TGLC & PRLC. Currently on hold subject to settlement of the Year 1 account.
- All projects may experience slight slippage due to confirmation of final account works now planned for Apr 2007.

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

The spending profile for the project is -

NDC £300,000 – secured, Recreation Services £120,000 – secured, Big Lottery Fund £120,000 – application submitted, London Marathon Trust £20,000 – secured.

Better Haringey Stream Board

(5) IMPROVING GREEN & OPEN SPACES

- The Chestnuts playground project has been included with Haringey’s portfolio of projects that was submitted to the Big Lottery Fund in March. A decision is expected in June 2007. If the decision is delayed, this will have delivery implications as we are planning to start work on the new playground this winter. As assessment visit has been made by the Big Lottery Fund, which went very well.
- Tenders for the project have been returned and are on budget.
- A report will go to the Procurement Committee in June to appoint a contractor to carry out the work. All the funding needs to be in place before any contract is to be issued to the contractor.

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

- A higher than normal level of litter both in 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 Encamps monitoring with Waste Management (litter, graffiti, detritus) will continue until April 07.
- End of year under spend of £12k reported for 2006/7.

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

- Consultations on all 3 sites either completed or significantly advanced.
- Contractor began work on site at Paignton on 16th March and all construction works completed by 29th March. Delay installing park furniture due to delay in supply from manufacturer (estimated mid April).
- Targeted youth consultation requested for Paignton masterplan consultation, therefore timescale revised. Now due for completion end of April.
- Delay in completing path at Belmont due to waterlogging, works now timetable for May.
- Paignton quick win park furniture will not be delivered from manufacturer until mid-April.
- Delay in completing path at Belmont due to waterlogging, works now timetable for May.

Better Haringey Stream Board

(5) IMPROVING GREEN & OPEN SPACES

'Park force' Resource Review Status this month: **A**

- Survey closed, collation completed, detail being fed into report.
- Production and review of Executive Report 'skeleton' completed.
- Benchmarking exercise to be completed.
- Review of data received from questionnaires underway.

Better Haringey Stream Board

(6) SUSTAINABILITY

PROJECT DESCRIPTION/OBJECTIVES

- To meet targets for recycling rates, waste collection per head, households served by kerbside collection of two recyclables, kerbside recycling participation, schools recycling, re-use and recycling centres diverting 50% of waste from landfill, improved Council office recycling infrastructure;
- to inform residents about waste minimisation and recycling schemes available, in order to increase take-up of services; and
- to expand the recycling service to residents on housing estates as a pilot project for, pending further roll out.

Original End Date: New Recycling projects: Mar 08 Comms, Parti' & Engagement: Mar 08 Estates Recycling: Mar 08	Current End Date: New Recycling projects: 31 March 08 Comms, Parti' & Engagement: 31 March 08 Estates Recycling: 31 March 08	Theme Budget: £215k New Recycling projects: £100K [NRF] Comms, Parti' & Engagement: £50K [NRF] Estates Recycling: £65K [SSCF]	Spend to date: £0 New Recycling projects: £0 Comms, Parti' & Engagement: £0 Estates Recycling: £0
End date last month: New Recycling projects: n/a Comms, Parti' & Engagement: n/a Estates Recycling: n/a			Forecast spend: £215k New Recycling projects: £100k Comms, Parti' & Engagement: £50k Estates Recycling: £65k

MANAGEMENT SUMMARY

New Recycling Projects

- 3 PO1 Recycling Officers in full time employment supporting all activities within the Recycling Team.
- Budget in 2007/8 - £100K and spend at end of Period 1 - £nil (spend will show in the next period).

Communication, Participation & Engagement (Recycling)

- A variety of promotional materials and new service leaflets are planned for the coming year including contamination cards to improve the quality of materials collected on the mixed recycling services.
- Budget in 2007/8 - £50K and spend at end of Period 1 – nil.

Estates Recycling

- This project serves 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 1,500 households with near-entry recycling bring banks.
- There is a risk that the doorstep service may have to be modified due to concerns identified by London Fire Brigade (LFB) inspectors regarding the storage of combustible materials in corridors. Meetings are being held with Homes for Haringey and LFB to mitigate and manage any risks.

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

Project Sponsor:
Steve McDonnell

Project Manager:
Zoe Robertson

SECTION 5 – PEOPLE STREAM BOARD

People Stream Board							
(1) EQUAL PAY REVIEW		<p>Project Description/Objectives</p> <p>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:</p> <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 non-standard hours 					
		<p>Original End Date: 31-03-07 End date last month: 31-05-08</p>		<p>Current End Date: Jan 2009</p>		<p>Project Budget: £105,000 2007/08 Budget: £90,000 (awaiting confirmation of carry-over)</p>	<p>Spend to date: £21,549 Forecast Spend: £90,000</p>
		<p>MANAGEMENT SUMMARY</p> <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. They will be monitored and possibly reviewed at a later date.. 					
Month	Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
	G	G	A	G	G	G	G
<p>Project Sponsor: Tim Dauncey</p> <p>Project Manager: Steve Davies</p>							

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 2007/08 Budget: £9,500		Spend to date: £1500 Forecast Spend: £11,000	
		MANAGEMENT SUMMARY							
Month	This	Month	Last	Status	Time scale	Budget	Resources	Issues	Risks
G	G	G	G	G	G	G	G	G	A
Progress A report on the re-recognition process and activities involved has been written and will be discussed at the May 07 People Stream Board. The report and activity plan will be used to prepare the organisation for a re-recognition assessment, a tentative date of 22 Oct – 2 Nov 07 has been discussed with the assessor. OD&L consultants with Personnel managers continue to work with Business Units on their People Plans, to make sure they are robust and specifically that adequate resources have been identified. The Amber risk remains while the reshape rolls out and MIH or equivalent are set up, updates from the directorates show that this situation is improving.									
Project Sponsor: Philippa Morris Project Manager: Karen Rowing									

People Stream Board

(3) CORPORATE HEALTH & SAFETY ACTION PLAN

Project Description/Objectives

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

Original End Date: 31-03-07	Current End Date: 31-07-07	Project Budget: £18,000	Spend to date: £18,000
End date last month: 31-03-07			Forecast Spend: £18,000

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

MANAGEMENT SUMMARY

- A report on rolling out:
 - the new draft stress policy
 - A programme of partnerships stress risk assessment exercises for priority services
 - Training workshops for service managers of priority services
 will be submitted to CEMB during May. A meeting comprising the project sponsor, corporate health and safety, Occupational Health and a representative from OD & L, to discuss specific Communication planning issues will take place on 16th May.
- The communications plan agreed in April to address concerns about lack of response to the e-learning health and safety courses has now been put into operation.
- Corporate Health and Safety met with Construction Procurement and 3 of the Council's Approved Construction Design Consultants on 26th April to discuss next stages to ensure compliance with enhanced legislation. No further seminars are planned but further discussion will take place with officers with commissioning responsibilities to evaluate their competency and ensure they are aware of support channels within Construction Procurement, Corporate Health and Safety and Approved external partners
- A further meeting will take place to evaluate the needs of The Property and Contracts Service within Children and Young People's Service in relation to Building Schools for the Future.

Project Sponsor:
Stuart Young

Project Manager:
Dave Cope

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: <ul style="list-style-type: none"> • 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: 30-06-07		Original Budget: £14,870		Spend to date: £18,325
End date last month: 31-05-07				Revised Budget: £24,075		Forecast Spend: £21,405
MANAGEMENT SUMMARY						
Risks	Issues	Resources	Budget	Timescale	Status Last Month	Month This
G	G	G	G	G	G	G
Project Sponsor: Philippa Morris Project Manager: Christel Kirk						
TIMESCALE <ul style="list-style-type: none"> • Rollout of the competency framework via the performance appraisal process is now complete and all communication activities have taken place, as per the project change plan. • Performance appraisal briefings & skills master classes have taken place over the last 6 weeks. • All managers who did not take part in the pilot were required to attend a briefing session or receive cascade training. • 78% of managers (as identified by SAP) have taken part in the pilot, received a performance appraisal briefing or had a local briefing by one of our cascade trainers – this has proven an excellent opportunity to reinforce the performance appraisal processes with managers across the organisation. • Work is currently underway to ascertain whether the remaining 22% (101 managers) have received local training. The target date for completion of performance appraisals is 31/05/07. The project team have decided to push back the project closure date to allow time to assess the lessons learnt until that date is passed.						

People Stream Board	
<p>(3) COMPETENCY FRAMEWORK IMPLEMENTATION (CONT'D)</p>	<ul style="list-style-type: none"> • Feedback from those who attended the briefing sessions were very positive, with at least 80% agreeing or strongly agreeing on the following: <ul style="list-style-type: none"> • I understand the importance of Performance Appraisal to the organisation • I found the content of today's briefing useful and informative • I am confident using the new Performance Appraisal form • I found the format (length and style) just right • Feedback from those who have done their performance appraisals are similarly positive; comments received include: <p>BUDGET / RESOURCES / RISKS / ISSUES</p> <p>No concerns to report in regards to budget, resources, risks or issues.</p>

SECTION 6 – VALUE FOR MONEY STREAM BOARD

Value for Money Stream Board

(1) ASSETS STRATEGY

PROJECT DESCRIPTION / OBJECTIVES

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

Specific project objectives are to:-

- Introduce a single framework for the corporate management of property which will increase the efficiency and effectiveness of building management.
- Rationalise the accommodation portfolio and provide office space which is suited to modern ways of working.
- Review of Commercial and Community Building portfolios to align them with Council priorities and value for money objectives
- Development of a property performance framework including performance measures to support continuing improvement in the management and use of assets and achieving maximum score for Asset-related items in the Council’s Use of Resources Assessment.

Original End Date: Dec-2008	Current End Date: Dec-2008	Original Budget: £2319k	Spend to date: £2059k
End date last month: Dec-2008		Revised Budget: £2199k	Forecast spend: £2062k

CORPORATE MANAGEMENT OF PROPERTY

Since go-live the Property Helpdesk has run smoothly and has been dealing with reported faults for an 60 additional buildings. The most recent performance review shows that all performance targets, set out in the Service Level Agreements, are being exceeded.

Budgets for repair and maintenance have now been transferred to a central repair and maintenance budget which is managed by Corporate Property Services. Work continues on establishing a two year improvement programme addressing backlog maintenance and building compliance issues.

ACCOMMODATION STRATEGY

Stage 1

Refurbishments

Refurbishment of Alexandra House is continuing to timescale. Five floors (2, 3,4, 6 and 7) have now been completed and re-occupied and work is underway on Level 8.

Options for refurbishment of 40 Cumberland Road are being drawn up.

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

Project Sponsor:
Tim Dauncey

Project Manager:
Dinesh Kotecha

Value for Money Stream Board

(1) ASSETS STRATEGY CONT.

Co-location of Homes for Haringey staff with Customer Services

The move of Homes for Haringey staff to North Tottenham Customer Services Centre is subject to vacation of space in 639 High Road, currently being reviewed. However this will not prevent client interviews taking place at the CSC in the meantime.

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

Stage 2 Accommodation Strategy 2007-12

Work is continuing on developing a longer term strategy and accommodation plan which will look not only at further rationalisation of the portfolio but also modern workplace needs (e.g. flexible and mobile working), and the ways in which the Council's accommodation can best contribute to achieving overall Community Strategy objectives. A report is scheduled for CEMB in May which will outline planned rationalisation and seek a steer on adopting the accommodation standards required to further improve the efficient use of accommodation.

PORTFOLIO REVIEWS

Community Buildings Joint inspections of community buildings are planned over the coming months. Reports on individual issues will be presented to the designated Member group for community buildings as they arise.

Commercial A high level review is being undertaken, scheduled for report in July. Background work continues on checking and inputting data to Manhattan database. A specification for the subsequent detailed assessment of each property is also being drawn up.

Traffic Light Status

All projects are making progress. The amber status refers to:-

- Delays in vacating the Town Halls and Civic Centre (in relation to the original timetable) largely as a result of increased demand for accommodation since the strategy was first agreed and the need to identify alternative accommodation for voluntary sector groups. Options and solutions are being investigated in conjunction with work on Phase 2 of the Accommodation Strategy.

Value for Money Stream Board

**(1) ASSETS STRATEGY
CONT.**

- Re-scheduling of refurbishment of 40 Cumberland Road to enable options within the budget available to be considered.

Timescales are being reviewed and where appropriate will be re-set to better reflect the time since the projects actually became live.

Value for Money Stream Board						
(2) PROCUREMENT PROGRAMME		PROJECT DESCRIPTION / OBJECTIVES				
		<ul style="list-style-type: none"> ▪ <u>To deliver</u> Gershon recommended efficiencies in terms of cashable and non cashable savings. ▪ To achieve a target of £2m (£3m stretch target) savings over 2005/8. ▪ To ensure the Council's Procurement Strategy is updated, published and embedded ensuring quality of service and Value for Money. <p>Analysis of annual procurement spend (2004/5) on goods and services has identified key areas for efficiency review. These are Bought in Legal Services, Temporary Accommodation, Training Consultants, Marketing and Communications and Transport Services.</p>				
		Original End Date: Apr-2007 End date last month: Apr-2009	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						
Risks	Issues	Resources	Savings	Timescale	Status Last Month	Status This Month
A	A	A	A	A	A	A
<p>Project Sponsor: Gerald Almeroth</p> <p>Project Manager: Michael Wood</p>		<p>Project Status The May PPB was presented a PID for the Procurement and Maintenance of Community Equipment. At the moment this is a scoping document which outlines plans for an options appraisal including market testing. An updated proposal will be bought back to PPB in August 07 The corporate savings accruing from the Hays Temp Resource Centre are on target.</p> <p>Timescales and Savings The RAG status of Savings has moved from Green to Amber due to the Transport project being subject to a review. This has meant that the award of contracts that should have taken place in April, will now not take place until June 07 with start dates of September 07. This gives a 6 month deficit in savings and an additional expense in the extension of the current contracts including an inflationary increase from April 07.</p> <p>Resources, Issues and Risks Although projects have been identified there is a lack of skills and resources within Departments to manage procurement projects, which place a high level of reliance on CPU resources which are already overstretched on major change programmes.</p>				

Value for Money Stream Board

(2) PROCUREMENT PROGRAMME CONT.

Transport Services

The Transport services project is being subject to a review. This has meant that the award of contracts that should have taken place in April, will now not take place until June 07 with start dates of September 07 giving a 4 month (school term) deficit in savings and an additional expense in the extension of the current contracts including and inflationary increase from April 07.

Benchmarking and review of the in-house service starts in May and a financial analyst is being engaged to work on base lining the service. This review is due to be completed in July 07.

Learning & Development

Award and non award letters have been sent out. Debriefings have been undertaken and contracts drafted. All actions are in line with the Milestone project plan.

Print & Design

Spend Analysis is on-going and liaison with B.U's underway. Early estimations are of a 10-15% efficiency saving. A meeting took place in March between the Head of Communications and the Chair of the PPB and a PID will be produced for PPB in July

Energy.

This project will report into PPB 6 monthly to monitor savings. Next report due August 07

Property services.

A meeting took place in April between Property Services and the Director of Finance. Property services will be submitting a paper on the strategy for property services and the additional benefits that will be generated within the current budget. This paper will be put on the PPB agenda for July 07.

Category Management

Product Codes have been mapped to market segments and agreed by PPB. A further paper will be submitted to PPB by the Head of Procurement in June 07 with proposals to be agreed for submission to CEMB.

Value for Money Stream Board

(2) PROCUREMENT PROGRAMME CONT

Temporary Accommodation

A meeting has taken place between the Chair of the PPB and Head of Housing Supply and Temporary Accommodation. It has been agreed that Temporary accommodation will be a project reporting to PPB. The project will focus on nightly rented accommodation. A PID will be presented to July PPB Temporary accommodation is already reporting into the Wellbeing stream board and PPB need to ensure that these work streams are aligned to ensure maximum benefits from the project.

Security Guarding

The PID for security guarding was agreed by PPB on 13TH April. This is the pilot e-tender for the CMS system and has a target completion date October 2007. Twenty Five PQQ's have been received and are currently being evaluated. This project is progressing in line with its Key milestones.

Banking

The PID for Banking was agreed by PPB on 13th May 2007. The advert is due to go out in May 07

Process

A programme of work has been drafted with all projects feeding updates to CPU on a monthly basis for inclusion in this report. This programme was agreed by April PPB. Requests were sent to Adults and Children's and Young People's service in May 07 for representative to become members of the PPB. Angela Langley has now been identified as the Representative for Adults and Ian Bailey / Maria Hajipanayi are the identified representatives from the Children's and Young Peoples service from May 07.

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: May 2007

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

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

MANAGEMENT SUMMARY

- It is anticipated that the Project Board will approve a final report at the end of May 2007. The review is on schedule to meet this date.
- VFM Stream Board will receive a presentation of the key findings of the review at this meeting (17 May 2007)
- The key activities undertaken during the period have been to continue the process of revising the draft report and to undertake further information gathering and analysis.
- The key activities to be undertaken in the next period will be:
 - Make final analysis of remaining data available and document findings and recommendations.
 - Prepare final draft report for presentation to Project Board scheduled for end of May.

Project Sponsor:
Paul Ellicott

Project Manager:
Jaine Le Cornu

Value for Money Stream Board

(4) TRANSACTIONAL EFFICIENCY.

CMS (Phase 1 Technical Implementation)

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	Spend to date: £6240 Forecast spend: £6240
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MANAGEMENT SUMMARY

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

CMS
 Phase 1 of the project is now almost complete. The only outstanding item is the project closure report which should be ready for months board. CMS Phase 2 is now only reporting to the Stream Board on an exception basis.

Transactional Efficiency
 This project has been placed on hold until further notice.

Value for Money Stream Board

(4) TRANSACTIONAL EFFICIENCY CONT.

Transactional Efficiency

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

Strategic Projects

Good progress is being made on the business case; business benefits are being identified to support the procurement of the enterprise license. We are planning to arrive at a decision on the enterprise license proposal towards the end of June 07.

The decision on the enterprise license will be based on a sound business case for the *Employee Self Service/Managers Self Service (ESS/MSS), Project Solutions (PS/IM), Asset Management (AM) and Maintenance and Operations Management (PM)*. Work on the benefits towards moving customer relationship management solution from Siebel to SAP is also in progress.

If the business case is viable and the procurement process successful, this will provide a site license to all SAP applications (excluding Social Care) for 4, 500 PC based employees. If this is not successful; implementation of SAP solutions will continue in a pay as we need approach. This will be a less cost effective approach and would immediately eliminate the viability of the business case for solutions, such as ESS/MSS.

SECTION 7 – 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 December '07

Current End Date: 31 September '08

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

MANAGEMENT SUMMARY

WOW! Awards

420 nominations were made during the pilot period, which ended on 30th April 2007. The scheme is being rolled out corporately from 1st May 2007 and will in future be co-ordinated by the Central Feedback team and administered locally by complaints teams. Corporate Customer Focus will continue to provide help and assistance to ensure a smooth transition and will fully handover the scheme by September 2007.

ICS Awards programme

All three nominated Assessors have been trained and work is beginning on scheduling mock and final assessments.

Customer Focus Network

Preparation of 7th edition of newsletter in hand.
The review of the Customer Charter is being undertaken by the Network's first task group. A report on its proposals will be considered by the Chief executive's management Board on 8th May.

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

Project Sponsor:
Justin Holliday

Project Manager:
Chris McLean

Customer Focus Stream Board

(1) CUSTOMER FOCUS PROJECTS

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.

Change Request

It is proposed to extend the end date of the Customer Focus Network till September 2008 in order to give it a fair chance of gaining the critical mass needed to establish it on a permanent basis. The Asst Chief Executive (PPP&C) is in agreement.

The Network has been slow to get off the ground but is now gaining momentum. Its first task group has just completed the review of the council's Customer Charter, providing great encouragement for setting up further task groups to help tackle the customer service improvement agenda. The Network's newsletter is very well received (7th edition now in production) and is the main communication medium for spreading the customer focus message across the council.

Membership of the Network is an amalgam of self-selected customer champions plus all practitioners and coaches of the ICS qualification awards. As further tranches of qualification awards take place and the membership increases, the Network and the newsletter will provide an increasingly important means of sharing good practice.

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

Activity this month has continued to focus on performance in the Call Centre using statistical analysis to determine resource patterns against demand.

Key performance indicators have now been agreed and the focus for 07/08 will be on calls answered against calls presented, customer satisfaction levels and call answering within 30 seconds.

The Homes for Haringey dedicated team continues to perform well. Once the bid is awarded in mid-May the focus of the weekly joint improvement team will shift to looking at steps needing to be taken to prepare for the handover in September / October 07.

Project Sponsor:
Tim Dauncey

Project Manager:
Paul Ellicott

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

Report title: **Towards Excellence- The Council's End of Year Performance – April 2006 to March 2007**

Report of: **The Chief Executive**

Ward(s) affected: All

Report for: Information

1. Purpose

1.1 To review 2006/07 service performance against the Council's basket of key indicators reported in a balanced scorecard format.

2. Introduction by the Leader of the Council

2006/7 was another year of achievement for Haringey, targets across services were met with highlights being pupils attaining 5 GCSEs at grades A-C and an increase in waste that is either composted or recycled. Overall, targets were achieved or close to being achieved for 74% of indicators and performance has been maintained or improved from the previous year for 70% of our indicators.

This result demonstrates that the Borough is continuing to move in the right direction.

In the next three years we need to consolidate performance in improving areas as well as identify areas where we can drive up performance so we can continue to meet the expectations and needs of residents.

I am confident that continued progress across the services will place us in a good position to improve our CPA scoring during the course of this administration.

3. Recommendations

3.1 To consider performance information presented in this report.

Report authorised by: Dr. Ita O Donovan - Chief Executive

Contact officers:

Margaret Gallagher - Performance Manager
Telephone 020 8489 2553
Eve Pelekanos- Head of Policy and Performance
Telephone 020 8489 2508

Head of Legal Service Comments

There are no legal implications

4.Executive Summary

4.1 This report presents the Council's performance for the period between April '06 and March '07 against the Council's basket of key indicators. It is based on the routine monthly performance reports received by the Executive throughout the year.

4.2 Performance is reviewed against 171 indicators. These are mainly indicators used by the Audit Commission in the Comprehensive Performance Assessment (CPA) and those which reflect the Council's priorities including some key local measures.

4.3 The 2006/07 outturn figures show that performance has been maintained or improved from the previous year for 70% of our indicators. For 74% of indicators targets were achieved or close to being achieved.

4.4 Significant improvements in performance have been achieved in the following areas:

- Pupils attaining 5 or more GCSEs at Grades A*-C
- Absence in both primary and secondary schools
- Looked after children obtaining 1 GCSE at grade A-G
- Percentage of waste recycled and composted
- Abandoned vehicles removed within 24 hours
- Road casualties (trend & 3 year average)
- Minor planning applications processed in timescale
- Parks cleanliness
- Graffiti and fly tipping on relevant land
- Waiting times for assessment and packages of care
- Adults and Older people receiving statement of needs, reviews and direct payments
- Keeping Haringey residents informed
- Responding quickly when asked for help
- Satisfaction with recycling facilities and civic amenity sites

4.5 For the coming year we need to remain focused on:

- reducing absence particularly in primary schools
- increasing the number of adoptions
- older people helped to live at home
- waiting times for assessment
- reviews of adults and older people
- carers' services
- time spent in bed and breakfast and hostels

- rent collection and arrears
- council tax collection

4.6 Some of these measures are key threshold measures and are used to judge the standard of our performance in the CPA. Educational attainment including that of looked after children remains a key priority for the Council. Many of these areas have been identified in the Council Plan as areas for focus and we will continue to monitor progress on these and against the council priorities in 2007/08.

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:
Monthly balanced scorecards and finance and performance reports

Strategic Implications

This report monitors Haringey's position in relation to a number of indicators that are used to assess the Council in the Comprehensive Performance Assessment (CPA). Performance against a large number of 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, performance over time and how Haringey compares with top performing authorities.

Financial Implications

There are no specific financial implications arising from this report but it is noted that value for money continues to be a key strand in our monitoring of performance and quality. It has been recognised that performance monitoring throughout 2006/07 included routine monitoring of unit costs so that performance and costs reflecting activity could inform our judgements on whether Haringey is delivering value for money services.

Legal Implications

There are no specific legal implications arising from this report, however the improvement in the percentage of freedom of information requests responded to within timescale has been noted along with the fact that the 2006/07 target was exceeded. Performance still needs to improve further to ensure we meet the statutory time limit and a target of 75% has been set for 2007/08.

Equalities Implications

Whist equalities is a central thread throughout out the council's performance, this report highlights some key equalities indicators, Section 12 comments on both the positive results around equalities issues but also some areas where performance needs improvement.

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 report presents the council's performance for the period between April '06 and March '07 against the Council's basket of key indicators. It is based on the routine monthly scorecard and performance reports received by the Executive throughout the year.
- 7.2 A separate report has been prepared on the 2006/07 financial outturns that will also be presented to the Executive on 19 June.
- 7.3 The reporting is in the form of a balanced scorecard which looks at performance across four dimensions: service excellence, financial health, customer focus and organisational development. The scorecard consists of corporate and service performance measures.
- 7.4 For 2006/07 we monitored performance against key Best Value indicators, mainly those used in the Council's Comprehensive Performance Assessment (CPA). Indicators reflecting Haringey's priorities including key local measures have also been monitored throughout the year.
- 7.5 Performance data is shown in full in Appendix 1. Progress has been tracked on a monthly and year to date position against the target throughout the year using a traffic light annotation where:

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

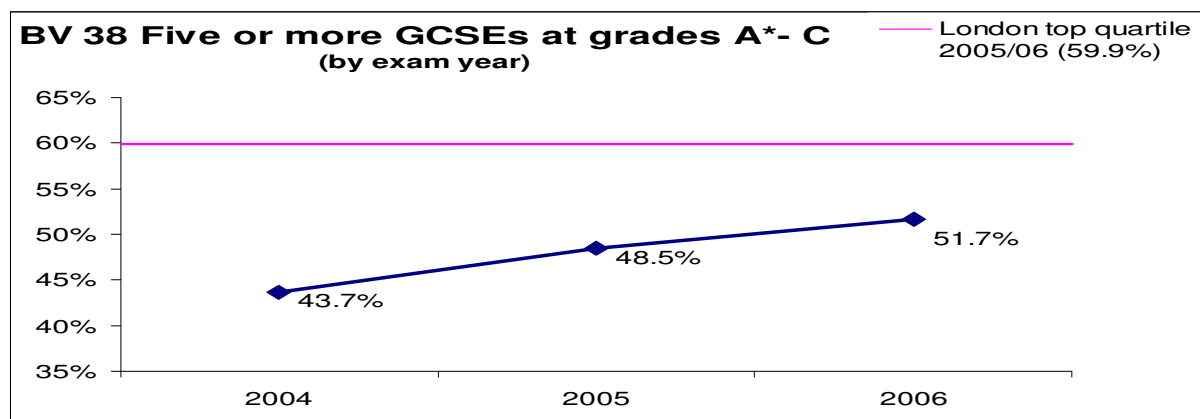
In addition, trend arrows depict progress since the last financial year, so whilst an indicator may receive a red traffic light for not achieving target, it would show an upward trend arrow if performance had improved on the previous year's outturn. Between them, the lights and arrows indicate current progress and show the annual position against the targets set for 2006/07.

8. Service Positions on Delivering Service Excellence

- 8.1 For the excellent services arm of the scorecard 57% of indicators are shown as Green, 18% Amber and 25% Red, with 64 out of 88 showing an improvement or maintained performance compared with 2005/06 outturns.

8.2 Children and Young People

- 8.2.1 51.7% of pupils attained 5 or more GCSE's at grades A*-C or equivalent in 2006 exceeding the 49% target and just short of the 53% stretch target. This is the fifth year running where GCSE results have improved with progress in Haringey since 2001 being twice the national average. The graph below illustrates the year on year progress achieved.



- 8.2.2 In April '06 to March '07 121 statements of special educational need were issued. Performance on issuing statements of special educational needs is reported in two 2 parts. On the first part, which measures the authority's performance excluding exceptions, all statements were issued within the 18 week timescale. On the second part where all cases including those where exceptions to the rule under the Code of Practice are counted e.g. those awaiting medical reports, performance declined from 85% in 2005/06 to 80% in 2006/07, short of the 85% target.
- 8.2.3 14% of looked after children had 3 or more placements in the year (BV49) to March an increase on the 11% reported in February and on the 2005/06 outturn and 2006/07 target of 13%. Performance is still provisional at this stage on this CPA key threshold indicator and remains within the top performance banding according to the Commission for Social Care Inspectorate.
- 8.2.4 Excellent performance has been sustained on reviews of children on the register (BV162) with all reviews completed in timescale.
- 8.2.5 There have been 23 adoptions (6.8% of children looked after) in the year 2006/07 exceeding our target of 22. This represents an improvement on the 21 or 6.4% achieved in 2005/06.
- 8.2.6 Educational attainment of young people leaving care has increased from the 50% achieving at least 1 GCSE at grades A-G last year to 55% in 2006 achieving our 55% target on this key threshold indicator.
- 8.2.7 Excellent progress has been made with looked after young people in employment, education or training (BV161). In 2006/07 68% of care leavers (aged 16) were engaged in employment, education or training at the age of 19 the same level of achievement as in 2005/06 and just short of the 70% target. This sustains our position in the top performance banding.
- 8.2.8 However there remain some areas in need of improvement:
- Although early indications from our absence monitoring in both primary and secondary schools show a significant improvement in performance, this remains an area for continued focus in the coming year.
 - March 2007 16-18 year olds who were not in Education, Employment or Training (NEETs) increased to 13.2% from 11.7% last month. This is above the local target

of 12.9%, the actual number of NEETs this month was 539 an increase of 126 over the month. Although there has been improvement in this area, Haringey's NEETs are considerably higher than those in comparator boroughs. This is being addressed through our Local Area Agreement with a stretch target to reduce NEETs to 10.4% by 2009/10.

- New statutory timescales for Children's and NHS complaints were introduced from 1st September '06 which reduced the stage 1 timescale to 10 days (previously 14 days) with a possible extension to 20 days. In the period April '06 to March '07 63% were responded to in time, slightly below the 2005/06 outturn of 69% and short of the 80% in 10 days or 90% in 20 days targets.

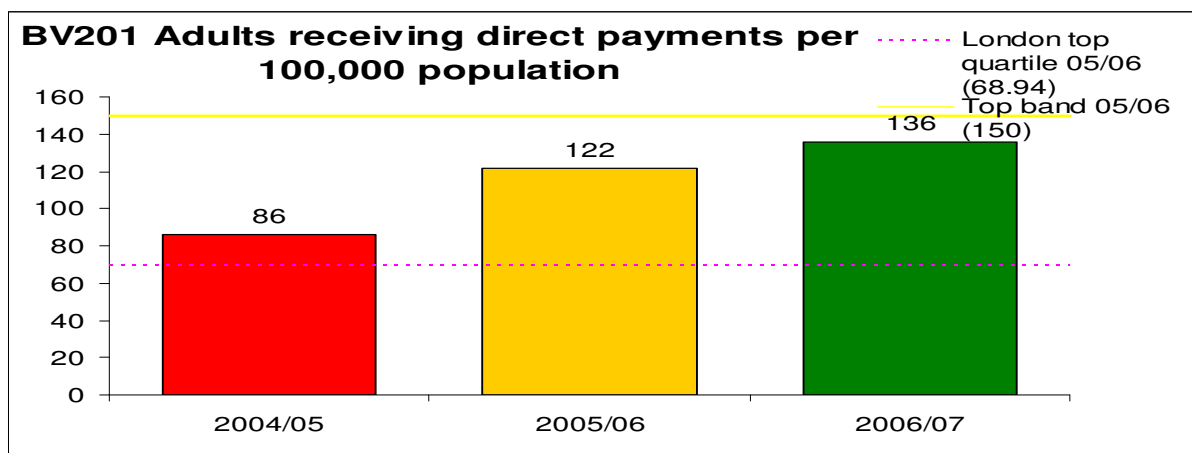
8.3 Adults Culture and Community Services

8.3.1 The performance appendix reports performance on some key indicators in Adults, Culture and Community services. This shows that:

- *Acceptable waiting time for Care Packages (BV196 key threshold indicator)*

This indicator measures the percentage of new older clients for whom the time from completion of assessment to provision of all services in the care package is less than or equal to 4 weeks. Our 2006/07 position of 94% exceeds our 87% target and is an improvement on the 80% achieved in 2005/06. There has been a significant improvement in performance on this indicator in 2006/07 and consequently this has moved into the top performance banding.

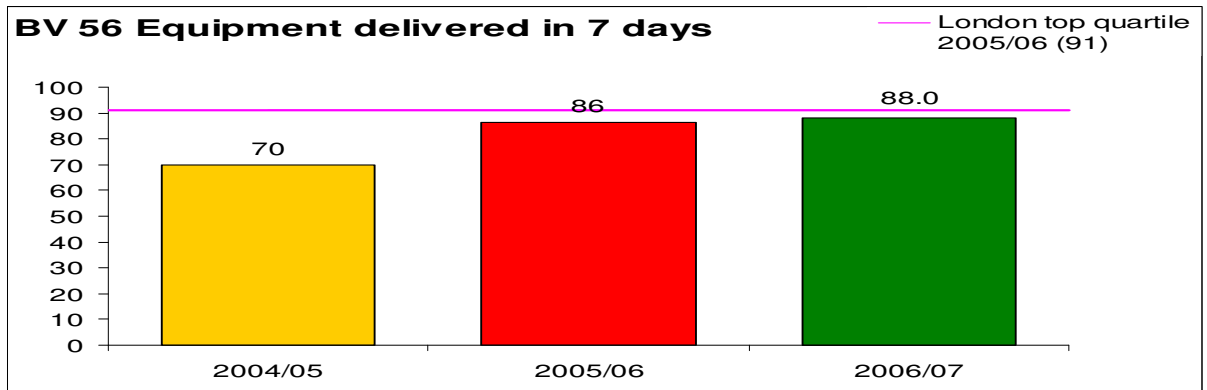
- 136 adults and older people per 100,000 weighted average population receive direct payments. Increasing the uptake of direct payments remained a social services priority in 2006/07. Performance on this indicator improved again up from 122 in 2005/06 to 136 per 100,000 in 2006/07. Performance remains within the good PAF banding range despite the 2006/07 challenging target of 150 not being met. There are now 189 clients in receipt of a direct payment, 20 more than last year. The graph below shows the improvement in this area.



- In 2006/07 we helped 93 older people per 1,000 populations to live at home, a reduction on 2005/06 performance of 156 and short of our 2006/07 target of 121. Despite this we remain in the good PAF performance banding. The number of older people admitted to residential or nursing care

(PAF C72) increased in 2006/07 and although we did not achieve our target, performance remains within the top performance banding.

- 88% of equipment was delivered within 7 working days in the year achieving the 88% target on this key threshold indicator.



- There were 2,151,311 visits to our libraries in 2006/07. This is the equivalent of 9.6 visits per head of population compared with 9.85 in 2005/06 and exceeds the 2006/07 target.
- Good performance sustained with a parks cleanliness index of 85.15 against a target of 80 and above the 2005/06 average of 81.

8.3.2 There remain some areas where we need to improve our performance in Adults Culture and Community services. These are:

- *Adults and older clients receiving a review as a percentage of those receiving a service.*

Performance on this indicator increased to 71% in 2006/07 up on the 42% achieved in 2005/06 against a target of 65%. This performance places us in the top performance banding although it remains an area for continued focus and improvement in 2007/08.

- *Acceptable waiting time for Assessments (BV195 key threshold indicator)*

This indicator is the average of new older clients receiving an assessment where time from initial contact to first contact with the client is less than or equal to 48 hours (part a) and the percentage where time from first contact to completion of assessment is less than or equal to 4 weeks (part b). For 48% clients, the time from first contact to assessment is less than 48 hours. For 94% of older clients, the time from first contact to assessment is less than 4 weeks. The average of the two is 71% and just hit the 71% target. Performance on part a is currently below the CPA threshold of 70% for 2006/07 but overall performance has improved from the 59% achieved in 2005/06.

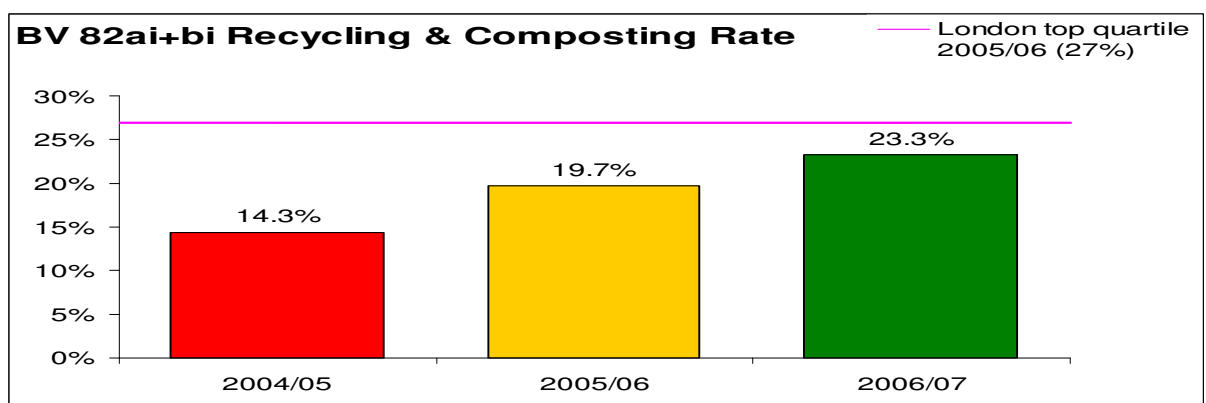
- *Carers services (Paf C62)*

A provisional 9% of carers for adults and older people received a carer's break or specific carer's service in 2006/07 up from 5% in 2005/06. This performance places us within the good performance banding.

8.4 Urban Environment

8.4.1 Key performance in Environment is summarised below:

8.4.2 23.3% of household waste was recycled or composted in 2006/07, an improvement from the 19.23% achieved in 2005/06 and exceeding our 22% target.



8.4.3 The ENCAMs cleanliness survey provided disappointing results with an increase to 40% in 2006/07 from 37% in 2005/06 of relevant land and highways with a significant proportion of litter and detritus. The first phase result for 2006/07 was poor at 41% and despite the introduction of in house monitoring with slightly improved results for the second and third phases, survey results particularly for detritus remained at unacceptably high levels. The 2006/07 target of 25% was missed by a significant margin and as five of our land use classes were 30% or above this means that performance will move to the lower threshold for CPA purposes.

8.4.4 In 2006/07, over 2000 refuse collections were missed per 100,000 household waste collections, an increase from the 130 in 2005/06. The increase was due to the strike in August and adverse weather conditions (snow) in February.

8.4.5 535 minor planning applications were processed in 2006/07 with 88% determined in 8 weeks in the year from April 2006 to March 07. This exceeded the Government's target (65%) and our local target of 83%.

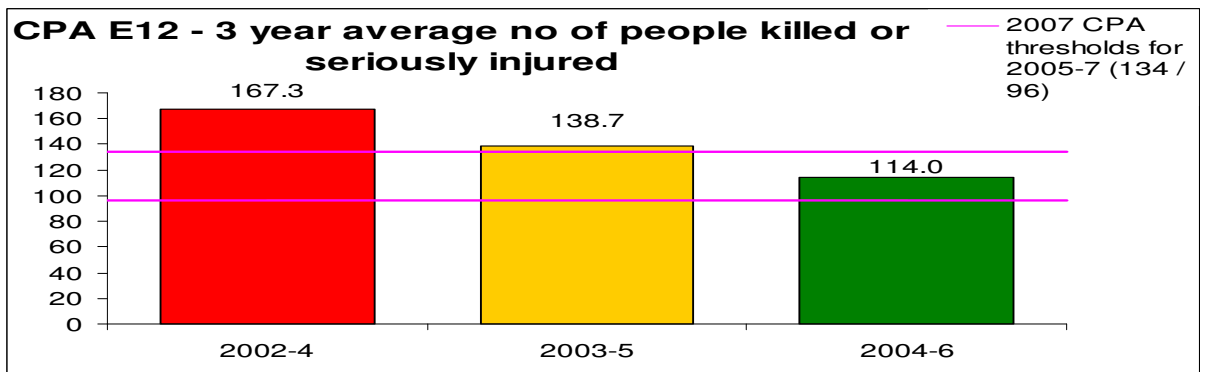
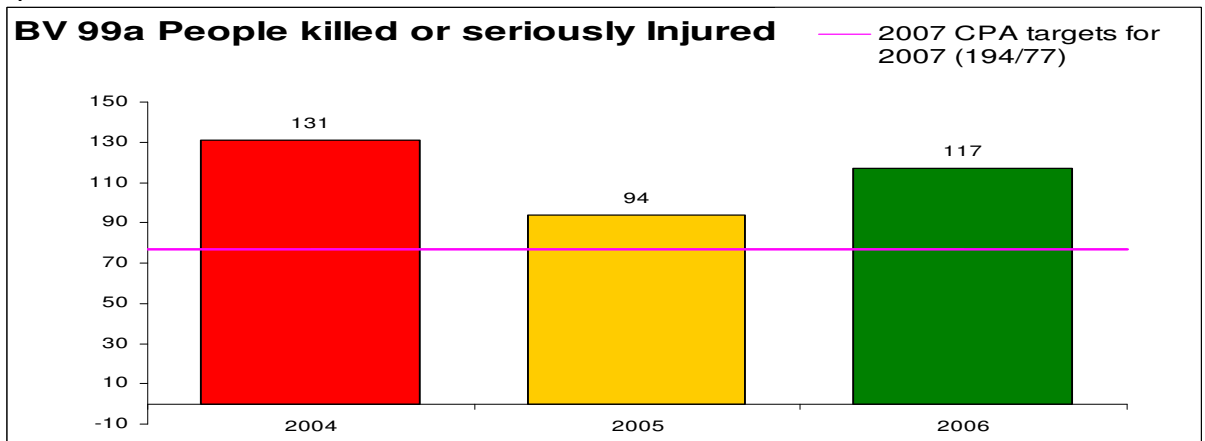
8.4.6 12 of the 16 (75%) major applications were determined in 13 weeks in 2006/07, well ahead of the Government's 60% and just one application short of our local target of 82%. Performance remains in the 2005/06 top quartile for All England.

8.4.7 Performance on planning application appeals that have been allowed against the authority's decision to refuse permission has improved in recent months

with 51 out of 139 (36.7%) cases allowed. There needed to be 41 to hit the 30% target but although the target was not achieved performance remains above the lower threshold of 37.5% for CPA.

8.4.8 The repair of streetlights improved and remained below the 3.5 day target for the whole of 2006/07 with the average number of days taken to repair a streetlight at 1.88 days. The performance contract which began in April '05 has delivered what we set out to achieve and performance is slightly better than 2005/06 and remains in the top quartile.

8.4.9 117 people were killed or seriously injured on the roads in Haringey in 2006, up from 94 in 2005.



8.4.10 The latest survey results on the condition of our principal roads derived from a SCANNER (Surface Condition Assessment for the National Network of Roads) survey shows that 21% of our roads may require structural maintenance. This is an increase in the 15% reported for 2005/06 but the SCANNER results have been cause for concern over the last few years and there have previously been revisions to parameters and rules for measuring/reporting results from SCANNER. A number of local authorities are expressing some scepticism as to the reliability of these results and consequently comparative data has not been published. This is also the case for the non-principal classified results where the percentage requiring structural maintenance increased from 12% to 18% in 2006/07.

8.4.11 Performance issues in Housing are as follows:

Homelessness

8.4.12 In the year to March '07, our preventative approach to homelessness as measured by approaches from homeless households to the authority's housing advice service showed that for 380 households or 3.6 per 1,000 households, advice or intervention resolved their situation falling slightly short of our 400 households or 4.3 target. 2.3% of our households have been accepted as homeless who have previously been accepted as homeless in the last two years, an increase on the 1.55% in 2005/06.

Length of stay in Bed and Breakfast and Hostel accommodation (key threshold indicator)

8.4.13 The average length of stay in Bed and Breakfast accommodation, in the year to March is currently being reported as 7.3 weeks against a target of 1 week. We have been reporting zero weeks all year and this increase may impact negatively on the CPA housing block score.

8.4.14 The average length of stay in hostels, in the year to March was 61.8 weeks against a target of 35 weeks. The count for this indicator measures the entire history of all stays in hostels where the family has been permanently re-housed in the period. Work will continue in 2007/08 to look at our options for hostel usage.

Rent Collection (BV 66a)

8.4.15 96.53% of rent due was collected in 2006/07 short of the 97.5% target and a decline on 2005/06 performance. The definition of the indicator return requires the inclusion of arrears and the exclusion of water rates from the calculation but if arrears were excluded 97.8% of rent due was collected.

8.4.16 The percentage of tenants with more than seven weeks rent arrears decreased slightly to 14.57% in March although still remaining short of our 10% target for 2006/07. These cases will continue to be targeted to ensure housing benefit take-up is maximised and that all appropriate arrears recovery actions is being taken. Cases will continue to be closely monitored by managers with new management information reports developed to help this process.

Decent Homes (BV184 key threshold indicator) and SAP Rating

8.4.17 42.58% of local authority homes have been classified as non-decent, an improvement on the 44.7% at this time last year. Assuming we achieve 2 stars in the ALMO inspection, we stand to receive £231m which will make a significant impact on our ability to meet the decent home standard.

8.4.18 The council's energy efficiency has remained at an average 66 SAP rating for local authority dwellings in 2006/07, short of our target of 69.

Repairs

8.4.19 The percentage of specified urgent repairs completed in Government time limits was 97.12% in 2006/07 meeting the 97% target but a slight decline on the 98% achieved in 2005/06. However the average time taken to complete non-urgent repairs reduced from 17 days in 2005/06 to 11.8 days, beating our 14 day target for 2006/07.

8.4.20 In 2006/07 for 89.8% of responsive repair jobs, an appointment was made and kept, falling short of our 99% target.

Voids

8.4.21 The average re-let time of void local authority properties was 36.8 days in 2006/07, missing our local target of 27 days and an increase on the 29 days reported in 2005/06.

8.5 Corporate Resources

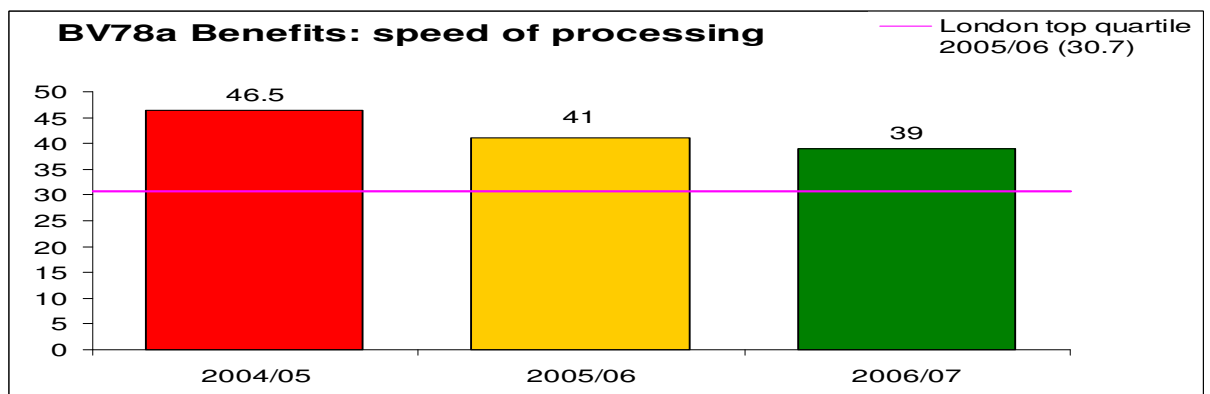
Council Tax and Business Rates

8.5.1 93.79% of council tax was collected in year to March '07 exceeding the target of 93.75%.

8.5.2 98.5% of business rates due were collected in 2006/07 just short of the 99% target. NNDR collection remained steady during the first half of the year with a dip in the collection rate for the last 2 quarters. This performance still places us amongst the best authorities in London. (BV10)

Benefits

8.5.3 2006/07 showed a slight improvement on the average speed of processing new claims down to 39 days from 41 days in 2005/06 although the 36 day target was not achieved. The average speed of processing change of circumstances reduced from 37 days in 2005/06 to 18 days in 2006/07 exceeding our 20 day target. Performance for both these indicators was poor at the start of the year but recovered well with the target being exceeded in the second six months of the year.



- 8.5.4 The proportion of new benefits claims outstanding over 50 days reduced throughout the year to 7% exceeding the 10% standard and our target of 12%. However new claims decided on within 14 days of receipt of information fell short of the 90% standard and our 91% target at 83% although performance did improve over the year and March's performance at 95% exceeded target.
- 8.5.5 An area for focus in the coming year where our performance did not meet the standards or our own targets in 2006/07 is the timely submission of appeals to the Appeals Service (4 weeks and 3 months).

8.6 Chief Executive's

Safer Communities

- 8.6.1 There were 207 domestic burglaries in March and 2709 in the year April '06 to March '07 just inside our 2,711 target for 06/07. This represents a 5% reduction with 142 fewer crimes of this type. Detections for this crime have also increased placing us 6th in the Met for residential burglary sanctioned detections with 721 in 06/07, 223 more than in 2005/06.
- 8.6.2 2006/07 was a good year for parenting interventions with 11.3% of all interventions supported by a parenting intervention up from 8.4% in 2005/06 and exceeding our 10% target. In addition 100% of parents were satisfied with the intervention again exceeding target.

9. Financial Health

- 9.1 For 2006/07 we introduced the routine monitoring of unit costs into our scorecard so that performance and costs reflecting activity enabled us to make judgements around our delivery of value for money services.
- 9.2 The financial health of the organisation is dealt with separately in the outturn report being presented to the Executive also on 19th June. The scorecard does however include some indicators around the corporate financial health of the organisation and these show positive progress against targets set for 2006/07. The scorecard shows that for financial health 26 of the 34 traffic lighted measures achieved green or amber status, meaning for 76.5% of indicators performance levels achieved target or were maintained at an acceptable level. These include overall revenue and capital budget monitoring, projected fund reserves and treasury management.
- 9.3 An area for continued focus in the coming year is debt recovery where although performance improved over 2005/06, the £5.74m target was not achieved. Although sundry debt reduction was £1.47m short against target, an overall reduction of £1.6m aged debt (debt over 211 days) was achieved in 2006/07.
- 9.4 The Council's 2006 Use of Resources score increased to 3 out of 4 on all five strands of the assessment including value for money.
- 9.5 The service unit cost data presents a mixed picture. The data acquired through our monitoring in 2006/07 will be used to build a historical picture and to set

appropriate targets for 2007/08. We plan to expand our unit cost monitoring and build our comparative knowledge.

10. Customer Focus

10.1 The end of year balanced scorecard shows 67% of customer focus indicators on or near target including some key environmental satisfaction measures initially taken from the Better Haringey Survey but more recently included in the Council's Tracker survey. The results also take account of the Local Government Best Value Performance indicator (BVPI) survey carried out every 3 years including 2006 for which we have comparative data. The scorecard also incorporates some key findings from our annual resident's survey on the image of Haringey Council.

10.2 The annual resident's survey found that 64% of residents felt we were doing a good job and 52% said we are better than a year ago, up 8% on last year and well above the London average. In addition 66% agree that the local council is making the area a better place to live.

10.3 Some highlights from the survey were:

- 67% of residents felt informed (up 4% on 2005) and on par with the rest of London
- 54% of residents think the council listens to the concerns of residents (up 5% on last year and 2% above London)
- 46% say the council responds quickly when asked for help (up 5% on last year)
- 48% say we involve residents in decision making (up 4%) and now ahead of London

10.4 Some areas where we need to sustain focus are ensuring residents can get through to us and improving perception around being efficient and well run.

- 49% of residents expressed concern that Haringey was difficult to contact by phone (8% above London).
- Although up 4% on 2005 only 48% perceived Haringey as efficient and well run (10% below London).

10.5 The environmental survey results showed some encouraging news with the majority of key indicators showing an improving trend. The first wave of the Tracker survey found that:

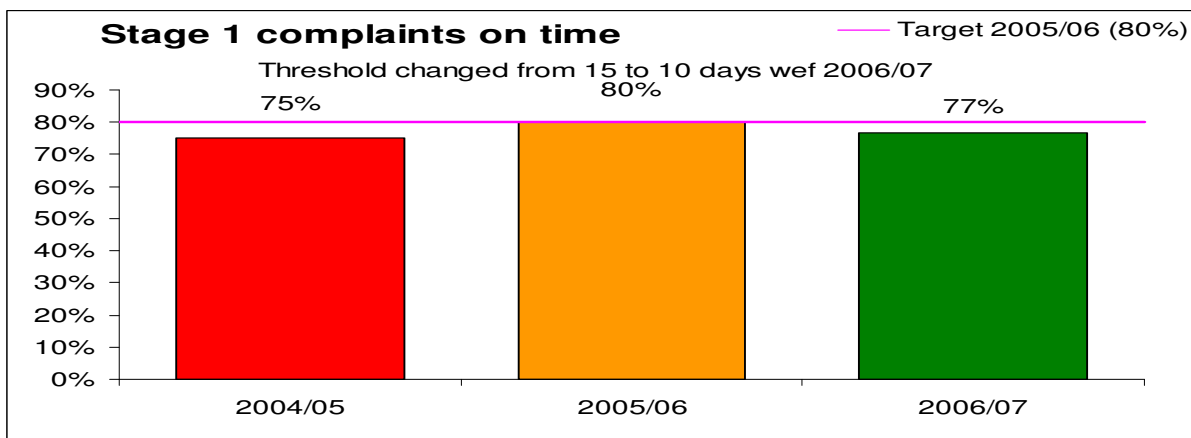
- 70% of residents were satisfied with the refuse collection service. Perception is marginally better than that reported in the BVPI survey- 64% satisfied with waste collection (BV90a), a slight improvement on the 2003 results but still in the bottom quartile.
- 61% of residents were satisfied with street cleaning a significant improvement on figures reported in the annual resident's survey and those

reported in 2006 BVPI survey (49% satisfied with cleanliness- BV89). Although these results show a large improvement in satisfaction over time (38% satisfied with cleanliness- BV89 in 2003 survey) they remain poor when compared with those of other authorities and seem more in line with the cleanliness inspection survey results (Capital Standards) which look at litter and detritus on relevant land (BV199) the results for which were referenced earlier in this report.

- 63% of residents expressed satisfaction with re-cycling, again marginally better than the BVPI result of 57% satisfied with recycling facilities (BV90b) but a huge increase (+18 percentage points) on the 2003 BVPI result of 39%. The roll out of new, improved and expanded recycling over recent months has probably contributed to the improved perception in this area and for CPA purposes this is one of the few satisfaction measures, when adjusted for deprivation that is above the lower threshold.
- Satisfaction with local tips or Re-use and Re-cycling centres at 57% in the Better Haringey survey and 67% in the BVPI survey (BV90c) were both below the 70% target. Although a huge improvement on the 42% achieved in the 2003 BVPI survey, this remains an area where more work is needed to promote these centres and raise satisfaction levels.

Public Complaints

10.6 During year to March 77% of complaints at stage 1 (local resolution) were dealt with within the tighter 10 day timescale (previously 15 days), just short of the 80% target. We received 1,901 complaints during the year of which 1,460 were dealt with in the reduced timescale of 10 days. Although 2006/07 performance represents a 3% reduction on 2005/06 performance, this is very good performance when taking account of the 33% reduction in target timescale from 15 to 10 days.



10.7 For the more complex service investigation stage, 77% of complaints were resolved within timescale in the year to March falling short of the 80% target although an improvement on the 74% achieved in 2005/06. The end of year position relates to 206 out of 269 service investigations carried out within 25 working days.

10.8 At stage 3, independent review, 92% of cases were handled within timescale exceeding our 90% target. There was also a target timescale reduction for

stage 3 cases from 25 to 20 days and a 53% caseload increase. The 2006/07 performance relates to 48 out of 52 cases received in the year.

- 10.9 The number of complaints including premature cases received by the Local Government Ombudsman increased to 186 in 2006/07. Our performance in responding to Local Government Ombudsman enquiries at an average 18.4 days is just outside our 18 day target although the best of any London Borough. In 2006/07 there were no cases of maladministration reported against Haringey Council.
- 10.10 On telephone answering our council wide performance is that 77.4% of calls received in the year were answered within 15 seconds, exceeding the target of 77%.
- 10.11 Call centre telephone answering performance achieved 32% against 70% target, adversely effect by high call volumes at the beginning of the year, The later months showed some improvement. 79.5% of calls were answered with an average queuing time of over 1 and a half minutes.
- 10.12 The target of 70% was not met on personal caller waiting times at the Customer Service centres with an end of year position of 48.1% seen within 15 minutes, a reduction on the 63% achieved in 2005/06. However there was some improvement towards the end of the year and we expect this trend to continue.
- 10.13 Performance on responding to Freedom of Information requests improved in the latter part of the year and exceeded our 70% target with 73% within the 20 day timescale for the year.

11. Organisational Development/ Capacity

- 11.1 The majority of measures in the Organisational Development arm of the balanced scorecard are staff survey results including a number of Investor in People indicators. As at the end of March the balanced scorecard shows 78% of organisational development indicators on or near target.
- 11.2 The staff survey results enable us to periodically assess where we have made progress and ensure a continued focus on maintaining high standards of competence so that our staff have the capability and skills to deliver the business of the council.
- 11.3 The February '06 staff survey results show that 90% of staff understand Haringey's aims and objectives up from 82% in 2005 and 94% understand how the work they do helps Haringey achieve these. These are real strengths and the result of much effort to ensure that the Council's vision and priorities were communicated and formed a strong discussion thread between the business plans, individual appraisals and workplans.
- 11.4 The percentage of permanent staff that have a written work plan or performance appraisal that sets out priorities and tasks for the year decreased slightly to 71% although this compares well against other organisations of a similar size and complexity. Although our target of 83% was not achieved overall this area was still considered strength in Haringey. Changes to the

Performance Appraisal framework and better use of the manager's desktop on SAP have enabled better monitoring and subsequently targeting of areas of under-performance.

- 11.5 Four new measures were included in the staff survey key to the new Investors in People (IIP) standard and designed to provide baselines against which the organisation can measure how well it is living our agreed way of working i.e. our values. The results show strengths in involving staff in decision making affecting their work (64%), belief that our staff work with integrity and deliver on what we promise (59%) and staff being proud of the work they do (73%). An area identified for development where small improvements were identified as being needed is the belief that people in different parts of the Council work well together.
- 11.6 Overall the Investors in People analysis across 10 main indicators and evidence requirements showed that we achieved green status (a strength) in 8 of the 10 measures and Amber status (room for some improvement) for the remaining 2. The results of the survey were positive but there remain some areas where further work is required. The IIP re-recognition process is scheduled to begin around mid October '07 when we will need to demonstrate our continued good progress in this area.

Sickness

- 11.7 The average number of working days lost to sickness per full time equivalent employee in 2006/07 reduced to 9.14 days per annum from 10.37 days in 2005/06 although short of our 8.8 day target.

12. Equalities

- 12.1 The final page of the scorecard details our performance on some key equalities indicators. Some indicators in relation to our staff profile are also included in the scorecard. These show some positive progress against target in the following areas:

- 45% of our staff are from minority ethnic communities exceeding out target of 39.3%
- 54.2% of the top 5% of earners are women exceeding our 50% target set for 2006/07
- Employees retiring early or on the grounds of ill health were both well within target

And some areas where performance did not reach the target:

- 18.2% of earners from ethnic minorities are in the top 5% of earners falling short of the 26% target set for 2006/07. This represents 35 out of 193 full time equivalent staff.
- The percentage of top earners that meet the Disability Discrimination Act disability definition has reduced to 2.18% against a 4.9% target although small numbers are involved. This represents 4 members of staff short of

the target as of the 138 full time equivalent staff, 3 declared a disability under this definition against a target of 7.

- 12.2 The percentage of pupils from black and minority ethnic groups that achieved 5 GCSE's at grades A*-C increased to 48% in 2006 from 45% in 2005 moving closer to the average attainment for all pupils (52%).
- 12.3 Indicators assessing whether the need for social services of people from minority ethnic groups are as great as that for the general population show no disparity with older service users receiving an assessment. The same applies to older service users receiving services following an assessment.
- 12.4 The number of social services clients with physical disabilities in receipt of a direct payment decreased slightly to 97 per 100,000 population as at March '07 exceeding target. There are only 3 mental health clients per 100,000 population in receipt of a direct payment but despite efforts of the service to increase this number the target of 4 was not achieved.
- 12.5 80% of our pedestrian crossings have facilities for disabled people down from the 100% reported in 2005/06. This was the result of an audit of our crossings we carried out following revised guidance issued stipulating that new and refurbished crossings need both audible and tactile signals.
- 12.6 The indicator measuring BME applicants on the Housing Register and comparing this with lets to BME applicants at -3.72% does not show a statistical variation that would lead us to consider that BME applicants were not receiving a proportional share of lets. For 2007/08 this indicator has been expanded to examine individual ethnicities and communities and to look at possible factors affecting discrepancies such as bed size and area required. This will enable us to gain a better understanding of housing need.
- 12.7 56% of housing tenants from black and minority ethnic communities (BME) were satisfied overall with the services provided by their landlord compared with 63% from non-BME groups. However although more white tenants were satisfied with their landlord than BME tenants, the difference was not statistically significant..
- 12.8 56% of BME tenants were satisfied with opportunities for participation in management and decision making compared with 55% from non-BME groups, again not a significant difference despite being a decline on the levels achieved in the previous year.
- 12.9 Further detail from the tenant's survey on areas of satisfaction and dissatisfaction by neighbourhood, household type and length of tenure is available on request.
- 12.10 30% of council buildings open to the public have been assessed as having all public areas accessible to disable people exceeding our 28% target for 2006/07.

13. Performance Summary

13.1 In summary the balanced scorecard shows that for service delivery 75% of indicators are on target or close to the end of year target as at the end of March '07. For 24 of the 36 (67%) customer focus measures, performance targets were met or close to being met. For financial health 26 of the 34 traffic lighted measures achieved green or amber status, meaning for 76.5% of indicators performance levels achieved target or were maintained at an acceptable level. Our organisational development /capacity indicators including the staff survey results show that for 14 of the 18 (78%) measures, performance was met or was very close to expectation. Overall for 74% of indicators targets were achieved or were close to achieving target. In addition 70% of indicators have maintained or improved performance since the end of last year.

14. Recommendations

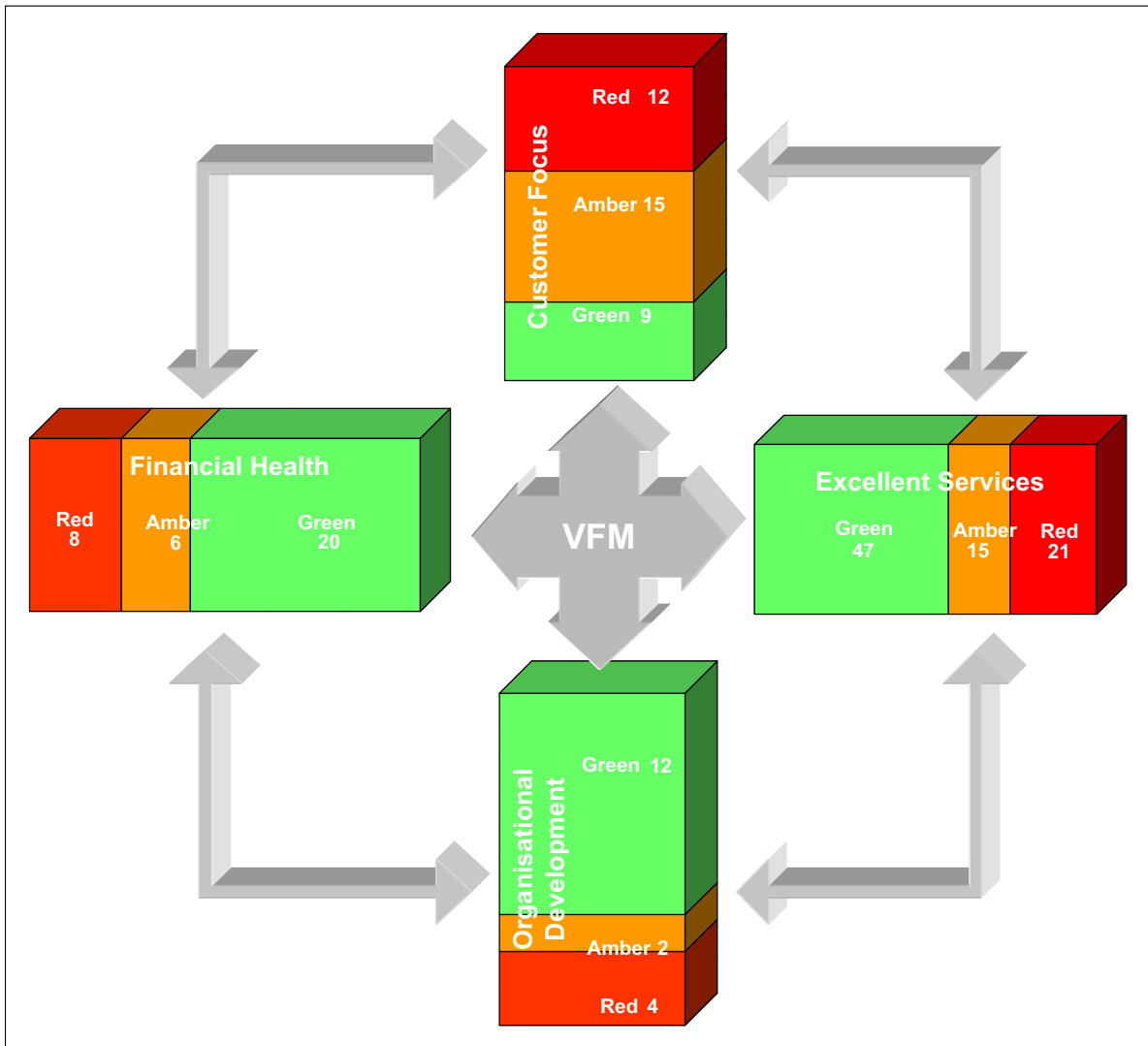
14.1 To consider and note performance information in this report

15. Use of Appendices

Appendix i. Balanced Scorecard/ End of year traffic light performance summary

March 2007

Haringey Corporate Scorecard



Monthly Performance Review - 2006/07

March 2007

Key:

	Same as last year
	Performance missing target








	Better than last year
	Performance close to target

	Worse than last year
	Performance on 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																		
Children & Young People's Service Monthly indicators																																			
Excellent	BV 43a	<p>% 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.</p> <p>12 cases in March, 97 in the year</p> <table border="1"> <tr> <td>100%</td> <td>100%</td> <td>100.0%</td> <td>100.0%</td> <td>100.0%</td> <td>100.0%</td> <td>100.0%</td> <td>100.0%</td> <td>100.0%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100.00%</td> <td>100%</td> <td>100%</td> <td>Green</td> <td>100.0%</td> <td>2005/06 Top Quartile 100%</td> </tr> </table>																100%	100%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100%	100%	100%	100.00%	100%	100%	Green	100.0%	2005/06 Top Quartile 100%
100%	100%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100%	100%	100%	100.00%	100%	100%	Green	100.0%	2005/06 Top Quartile 100%																		
Excellent	BV 43b	<p>% 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.</p> <p>End of year performance affected by staff shortages which have now been resolved: 12 out of 15 cases on time in March and 97 out of 121 in the year.</p> <table border="1"> <tr> <td>85%</td> <td>94.1%</td> <td>77.8%</td> <td>92.9%</td> <td>100.0%</td> <td>100.0%</td> <td>87.5%</td> <td>69.2%</td> <td>88%</td> <td>80%</td> <td>67%</td> <td>25.00%</td> <td>75%</td> <td>80%</td> <td>Amber</td> <td>80.2%</td> <td>2005/06 Top Quartile 95.4</td> </tr> </table>																85%	94.1%	77.8%	92.9%	100.0%	100.0%	87.5%	69.2%	88%	80%	67%	25.00%	75%	80%	Amber	80.2%	2005/06 Top Quartile 95.4	
85%	94.1%	77.8%	92.9%	100.0%	100.0%	87.5%	69.2%	88%	80%	67%	25.00%	75%	80%	Amber	80.2%	2005/06 Top Quartile 95.4																			
Excellent	BV 49 A1	<p>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.</p> <p>CPA Key Threshold 2005/06</p> <p>March end of year figures are provisional - may change subject to end of year validation</p> <table border="1"> <tr> <td>13%</td> <td>10.5%</td> <td>11.1%</td> <td>11.6%</td> <td>11.6%</td> <td>11.6%</td> <td>12.1%</td> <td>10.8%</td> <td>11.70%</td> <td>11.50%</td> <td>11.50%</td> <td>10.00%</td> <td>11%</td> <td>14%</td> <td>Amber</td> <td>14.0%</td> <td>85%</td> </tr> </table>																13%	10.5%	11.1%	11.6%	11.6%	11.6%	12.1%	10.8%	11.70%	11.50%	11.50%	10.00%	11%	14%	Amber	14.0%	85%	
13%	10.5%	11.1%	11.6%	11.6%	11.6%	12.1%	10.8%	11.70%	11.50%	11.50%	10.00%	11%	14%	Amber	14.0%	85%																			
Excellent	SD44	<p>Proportion of 16-19 year olds not in education, employment or training (Adjusted NEEETs %)</p> <p>(Sustainable Development National Indicator 44 - http://www.sustainable-development.gov.uk/progress/national/44.htm)</p> <p>The actual number of Neets this month is 539</p> <table border="1"> <tr> <td>14.8%</td> <td>10.3%</td> <td>10.6%</td> <td>16.9%</td> <td>15.7%</td> <td>16.7%</td> <td>15.9%</td> <td>13.9%</td> <td>12.3%</td> <td>12.2%</td> <td>13.0%</td> <td>11.7%</td> <td>13.2%</td> <td>Amber</td> <td>12.9%</td> <td>National Target 11%</td> </tr> </table>																14.8%	10.3%	10.6%	16.9%	15.7%	16.7%	15.9%	13.9%	12.3%	12.2%	13.0%	11.7%	13.2%	Amber	12.9%	National Target 11%		
14.8%	10.3%	10.6%	16.9%	15.7%	16.7%	15.9%	13.9%	12.3%	12.2%	13.0%	11.7%	13.2%	Amber	12.9%	National Target 11%																				
Excellent	BV 161 A4	<p>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</p> <p>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 each March and end of year figures are provisional - may change subject to validation</p> <table border="1"> <tr> <td>68%</td> <td>25.0%</td> <td>62.5%</td> <td>83.3%</td> <td>63.6%</td> <td>62.5%</td> <td>75%</td> <td>54%</td> <td>50%</td> <td>33%</td> <td>50%</td> <td>83%</td> <td>Green</td> <td>68%</td> <td>70%</td> <td>Top Band 60%+</td> </tr> </table>																68%	25.0%	62.5%	83.3%	63.6%	62.5%	75%	54%	50%	33%	50%	83%	Green	68%	70%	Top Band 60%+		
68%	25.0%	62.5%	83.3%	63.6%	62.5%	75%	54%	50%	33%	50%	83%	Green	68%	70%	Top Band 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
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															
		Excellent performance achieved with 100% of child protection review completed throughout the year															
Excellent services	BV 163 C23	99%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100%	100%	100%	100%	100%	100%	Green	Green	100%
		Adoptions of children looked after: The number of looked after children adopted during the year as a % of the number of children looked after at 31 March who had been looked after for 6 months or more at that date. CPA Key Threshold															
Excellent services	L60	Target of 22 adoptions/special guardianship orders achieved															
		6%	0.0%	3 adoptions 0.9%	0.0%	2 adoptions 0.6%	0.0%	0.0%	1 adoption 0.3%	0%	4 adoptions 1.2%	5 adoptions 1.5%	1 adoption 0.3%	1 adoption 0.3%	6 adoptions 1.8%	Green	Green
Customer Focus	Local	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 Excellent performance sustained over last 3 months															
		92%	87.0%	89.0%	92.0%	95%	89.4%	94.0%	99.3%	88.40%	87%	93%	96%	95%	Amber	95%	96%
Customer Focus	Local	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 33 replies sent since 1st September, most of which fall under the new timescales, 20 (61%) were on time. No cases were dealt with under the extended 20 day timescale.															
		*69%	*67%	*67%	*0%	*86%	75%	83%	0%	80%	20%	67%	50%	Red	Red	63%	80% for 10 days 90% for 20 days
Customer Focus	Local	Children's act complaints - Stage 2 responded to in 25 day timescale Target up to September 06 was 40% in 28 days There were only 2 cases, in total, both before September.															
		8%	None	None	0%	0%	None	None	None	None	None	None	None	None	None	Red	0%
Financial	Unit Cost £	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			

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Financial	Unit Cost	Cost of service per child (early years)															
Financial	£		16,687	16,687	16,628	16,517	16,628	16,460	15,164	15,296	15,296	15,235	15,704			Red	14,606
Financial	Unit Cost	Cost of service per looked after child															
		£931	£883	£899	£905	£920	£894	£873	£874	£882	£887	£887	£876			Green	£908
Children & Young People's Service Other indicators																	
Excellent services	BV 45	% of half days missed due to absence in secondary schools maintained by the local education authority <i>Final figures for school year 2005/06 are shown in the 05/06 column. The targets shown are for school year 06/07.</i>															
		Provisional data for Autumn Term (Sept – Dec 2006) (unvalidated) shown in Dec column															
		8.24%								7.20%						Green	Top quartile ac year 2005/06 7.97
Excellent services	BV 46	% of half days missed due to absence in primary schools maintained by the local education authority <i>Final figures for school year 2005/06 are shown in the 05/06 column. The targets shown are for school year 06/07.</i>															
		Provisional data for Autumn Term (Sept – Dec 2006) (unvalidated) shown in Dec column															
		6.63%									5.30%					Green	Top quartile ac year 2005/06 6.21
Excellent services	BV 221a	Young people aged 13-19 gaining a recorded outcome as % of 13-19 year olds who participated in youth work.															
		Only 11.4% (2185) of 19,100 people in the target age range participated - 76% of the target of 2865 or 15%, but an improvement on 2005/06's 1,146															
		15%			9.6%			19.6%			71%					Red	2005/06 Est. Top Quartile 58%
Excellent services	BV 221b	Young people aged 13-19 gaining an accredited outcome as % of all 13-19 year olds who participated in youth work.															
		Although this target was achieved, the target for participation was not - see above															
		7.5%			0.5%			7.0%			23%					Green	2005/06 Est. Top Quartile 25%
																Green	30%

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	
Excellent services	BV 222a	Quality of early years & Childcare Leadership - leaders % of leaders of accredited early education settings funded (or part funded) by the LA with a qualification of level 4 or above <i>New from 2005/06 reported 3 times a year</i> There was a drop in 2006/07 owing to changes of managers in PVI (private, voluntary and independent - ie privately owned nurseries, playgroups etc) settings and some settings closing down.															 34%	2005/06 Est. Top Quartile Lon. 40%
Excellent services	BV 222b	Quality of early years & Childcare Leadership - Postgraduate input See comment for 222a															 34%	50% 2005/06 Est. Top Quartile 100%
Excellent services	BV 38	% of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs at grades A*- C or equivalent. <i>Final 2006 results shown in the June column</i>																Target 05/06 46% 49%
Excellent services	BV 50 A2	48.5%			51.7%											 55%	Target 05/06 44% 55%	
Excellent services	Section 6 OC2	The number of children looked after for 12+ months who obtained at least 5 GCSE* at grade A* to C <i>LPSA Target: 14 Children by summer '06</i>															 25	In the period 2003-06. 14
Environment Monthly indicators																		
Excellent services	BV 109a	% of major planning applications determined within 13 weeks (Gov't target 60%) <i>CPA Key Threshold. The low number of major cases means a high percentage change when any miss the target</i> No cases in March. 12 out of 16 done on time in year, beating government target and one application short of Haringey target.															 75%	2005/06 Top Quartile 75%
		86.05%	50%	no cases	50%	100%	0.00%	no cases	no cases	75%	100%	100%	100%	no cases			82%	

Pers ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	BV 109b	% of minor applications determined in 8 weeks (Gov't target 65%) CPA Key Threshold 41 cases on time out of 47 in March and 472 out of 535 in year.														Green ↑	2005/06 Top Quartile 81%
			81.52%	89.5%	93.8%	93.1%	87%	80.0%	82.9%	84%	93%	93%	87.50%	89%	87%		
Excellent services	BV 109c	% of other applications determined in 8 weeks (Gov't target 80%) CPA Key Threshold 124 cases on time out of 131 in March and 1345 out of 1477 in year - 14 short of the target.														Green →	2005/06 Top Quartile 91%
			91.6%	98%	90.6%	92.7%	86%	79.6%	94.5%	88%	91%	98%	97.44%	85%	95%		
Excellent services	BV 204	% planning application appeals allowed against the authority's decision to refuse. One case in March. 51 out of 139 appeals allowed in the year. Needed to be 41 (41.7) to hit the target. July, November and December figures revised for March report - one refused appeal added in each case.														Red ↓	2005/06 Top Quartile 25%
			32%	43.8%	44.4%	38.9%	56%	66.7%	30.0%	41.7%	12%	30%	23.53%	40%	100%		
Excellent services	BV 215a	Average days to repair street lighting faults (except faults relating to power supply - see below) The year end target was met as expected. The performance for 2006-07 was excellent in each month - we have achieved the required target each month and finished with better final result than in 2005/06.														Green ↑	2005/06 Top Quartile 3.4
			1.92	2.08	1.68	1.91	2.96	1.40	1.89	1.59	1.53	2.32	1.39	2.35	2.09		
Excellent services	BV 215b	Average days to repair street lighting power supply related faults, once they are with our District Network Operator (DNO) Our District Network Operator (electricity supplier) is EDF The full year target was met, with 11 of the 12 months also being on target.														Green ↑	2005/06 Top Quartile 14
			21.96	9.75	2.13	3.73	48.71	4.00	15.54	18.95	18.50	7.45	8.60	15.17	11.33		
Excellent services	BV 218a	% of reports of abandoned vehicles investigated within 24 hrs of notification The performance each month was exceptionally good and the annual target was met by a good margin.														Green ↑	2005/06 Top Quartile 96.6%
			96.0%	94.2%	100.0%	97.9%	99.6%	100.0%	99.6%	99.3%	100.0%	99.4%	97.4%	94.3%	100.0%		
																	90.0%

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	BV 218b	% of abandoned vehicles removed within 24 hrs (from when the LA is legally entitled to remove them)														Green	2005/06 Top Quartile 95%
		Excellent performance each month and for the year 2006-07. We achieved 100% in seven out of twelve months.															
Excellent services	BV 82ai+bi	% of household waste which has been recycled or composted														Green	2005/06 Est. Top Qrtle Lon collect only 27%
		CPA Key Threshold. Latest figures tend to be low as information is often not fully up-to-date at reporting time. Recycling and composting tonnage collected remains strong and the 2006/7 target of 22% was exceeded. The weight of materials collected March remained typical, but the recycling and composting rate has been adversely affected by the high residual waste.															
Excellent services	BV 84a	Kg of household waste collected per head (seasonally adjusted annual equivalent - actual in brackets)														Green	2005/06 Top Qrtle Lon collect only 378
		Amber is awarded if performance is top quartile (London 2005/06 est.). CPA upper threshold is 355 Top quartile performance, but the 2006/07 target was narrowly missed. Waste minimisation initiatives will help improve this performance: Those introduced in 2006/07 included subsidised compost bins, real nappies and re-use schemes for fridges and bulky household items, both in association with Restore.															
Excellent services	BV 99a	Number of casualties - People killed or seriously injured (KSI). Seasonally adjusted annual equivalent														Green	355
		Figures here (actuals in brackets) are the latest available from TfL. Trend arrow is from 1994-8 average (161). The figures are finalised. 2004-2006 average (CPA E12) = 114. Given the very challenging target and budget constraints, this is excellent achievement. We met our yearly target again.															
Excellent services	BV 99c	Number of casualties - People slightly injured. Seasonally adjusted annual equivalent (actual)														Green	124 in 2006
		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 January to November have been re-stated by TfL. The figures are finalised. Despite a very challenging target and budget constraints, we met our yearly target again. This is an excellent achievement.															
		2005	Jan	Feb	Mar	Apr	May	Jun	July	August	September	October	November	December	117		
		94	70 (6)	143 (11)	139 (12)	114 (9)	159 (14)	155 (13)	161 (16)	89 (7)	79 (6)	130 (11)	57 (5)	95 (7)	Green		
		2005	Jan	Feb	Mar	Apr	May	June	July	August	September	October	November	December	768		849 in 2006
		712	627 (54)	648 (50)	521 (45)	849 (67)	839 (74)	846 (71)	766 (76)	670 (53)	907 (69)	888 (75)	815 (71)	859 (63)	Amber	Green	

Perspective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	Was BV 88	Number waste collections missed per 100,000 household waste collections (from Accord)															
		The 2006-07 target was missed owing to strike action in August and snow in February. All other months were within target.															
		129.41	113.4	121.1	124.0	126.8	21,759.0	128.0	124.0	128.0	124.0	118.0	5037	119.6	Red	Red	2000/01 Top Quartile 28
Excellent services	CPA E32	Trading standards visits to high risk premises. No done / no due															
		We have inspected all 75 High Risk premises during the financial year															
		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%	100%	Green	Green	75%
Excellent services	BV217	Pollution Control - % of improvements carried out of those due															
		Calculated as 100% minus % of those due not carried out.															
		100%	100%	100%	100%	100%	100.0%	100.0%	100%	100%	100%	100.00%	100%	100%	Green	Green	2005/06 Top Qrtile 100
Financial Health	Local	Debt recovery – parking income recovery target (%)															
		Recovery rate remains above target.															
			61%	61%	61%	61%	61%	61%	61%	61%	62%	62%	62%	64%	Green	Green	61%
Financial Health	Unit Cost	Projected waste collection costs per tonne															
		Performance on target.															
			£72	£73	£73	£72	£72	£70	£70	£70	£68	£68	£68	£68	Green	Green	£72
Financial Health	Unit Cost	Projecte															
		Surplus shown as minus (-)															
		YTD net cost of PCN remains at -£14.38.															
			-£13.70	-£17.50	-£19.80	-£14.00	-£14.50	-£10.90	-£12.90	-£13.90	-£14.00	-£14.30	-£13.20	-£13.90	Green	Green	-£13.40

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	
Excellent Services	Ex. BV 185 HfH	The % of responsive (but not emergency) repairs during the year, for which the authority both made and kept an appointment.														89.78%	Red	2005/06 Top Quartile 90%
		91%	91.9%	94.51%	91.4%	95.98%	96.1%	97.7%	92.3%	82.4%	93.5%	98.9%	99.54%	94.47%	Amber			
Excellent Services	BV 212 LHO 4 HfH	Average relet times for local authority dwellings let in the financial year (calendar days) Similar to Ex BV 68														36.76	Red	2005/06 Top Quartile 29
		29.00	33.63	38.04	46.58	90.71	70.51	48.20	30.99	27.33	33.25	33.29	33.17	31.85	Red			
Financial Health	BV 66a HfH	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.														96.53%	Red	2005/06 Top Quartile 98.6%
		97.37%	93.5%	96.0%	95.8%	95.15%	95.6%	95.44%	95.90%	96.24%	96.53%	96.12%	96.63%	97%	Amber			
Financial Health	BV 66b HfH	Percentage of tenants with more than seven weeks rent arrears Year to date only.														14.74%	Red	2005/06 Top Quartile 4%
		13.1%	13.6%	14.2%	14.49%	14.51%	15.1%	15.51%	15.35%	15.46%	15.59%	16.14%	15.57%	15%	Red			
Excellent Services	(BV73) LHO 6 HfH	The average time taken to complete non-urgent responsive repairs (calendar days) Monthly figures exclude late reporting but the year to date includes late reports for all but the last month														11.79	Green	
		13.98	17.71	16.86	11.87	12.63	12.43	14.08	12.83	13.83	10.79	11.83	11.75	15.25	Red			
Excellent Services	(BV 72) LHO 5 HfH	The % of urgent repairs completed within Government time limits. Monthly figures exclude late reporting but the year to date includes late reports for all but the last month														97.12%	Red	
		98%	95.9%	93.4%	95.2%	92.6%	91.6%	95.0%	90.12%	87.11%	95.53%	93.90%	94.35%	88%	Green			
Excellent Services	BV 184a 2007/08 HfH	The proportion of local authority homes which were non 'decent' This pi is measured at the beginning of the year. 05/06 outturn 50% 06/07 outturn 44.71%. Monthly target based on 0.225% reduction each month. 42% target and monthly figures are for 07/08 outturn (42.58%).														42.58%	Green	2005/06 Top Quartile 16%
		44.71%	44.5%	44.4%	44.5%	44.5%	44.5%	44.0%	44%	44%	43%	43%	42.58%	42.58%	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
Financial	Unit Cost HSG HS5a	Cost per Private Sector Lease															
		£872.65	£852.43	£862.57	£866.91	£873.01	£877.63	£880.92	£883.47	£886.02	£887.53					Red	£842.24
Financial	Unit Cost HSG HS5b	Cost per Nightly Rated Accommodation															
		£40.77	£40.71	£40.91	£40.93	£41.10	£41.23	£41.29	£41.31	£41.27	£41.28	£41.23	£41.27	£41.28	£41.23		£ 41.23
Excellent services	BV 64 HSG	Private sector dwellings that are returned to occupation or demolished during the year as a direct result of action by the local authority. (Annual equivalent - actuals in brackets).															
		414	48 (4)	132 (11)	156 (13)	204 (17)	108 (9)	12 (1)	108 (9)	96 (8)	96 (8)	72 (6)	144 (12)				Red
Excellent services	BV 183a HSG	The average length of stay in bed and breakfast accommodation of households which include dependent children or a															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7.3
Excellent services	BV 183b HSG	The average length of stay (weeks) in hostel accommodation of households which include dependent children or a pregnant <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>															
		67.41	Nil	108.62	Nil	61.8	40.33	77	43	41	Nil	Nil	53				Red
Excellent services	based on BV 213 HSG	Approaches from households who considered themselves as homeless to the local housing authority's housing advice service where advice/intervention resolved their situation. <i>Annual equivalent (actuals in brackets)</i>															
		383	264 (22)	324 (27)	156 (13)	828 (69)	444 (37)	72 (6)	324 (27)	288 (24)	504 (42)	144 (12)	684 (57)				Red
Environment other indicators																	
Excellent services	BV 199a	Local street and environment cleanliness (litter) <i>Lower threshold performance for CPA E4 (litter and detritus) is where more than half the land use classes surveyed score 30% or more</i>															
																	Red
																40%	
																Red	25%
																Red	

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	BV 199b	Local street and environment cleanliness (Graffiti)															
		Lower threshold performance for CPA E46 (identical to BV 199b) is 6%. See 199a also.															
Excellent services	BV 199c	7%			5.0%					6%				4%	Green		2005/06 Top Quartile 1%
		Local street and environment cleanliness (Fly - posting)															
Excellent services	BV 199d	Lower threshold performance for CPA E47 (identical to BV 199c) is 2%. See 199a also.															
		4%			4.0%						9%				2%	Green	
Excellent services	Unit Cost	Local street and environment cleanliness (fly-tipping)															
		2 is the interim score. Final score should be available w/e 18 May 07, after backlog of data input has been removed by DEFRA and LBoH.															
Financial	BV 223	3						2							Green		2
		Waste disposal costs per tonne															
Excellent services	BV 224a	This is a fixed cost for the year based on the levy from North London Waste Authority.															
		£ 50	£ 51	£ 51	£ 51	£ 51	£ 51	£ 51	£ 51	£ 51	£ 51	£ 51	£ 51	£ 51	£ 51	Green	
Excellent services	BV 187	Condition of principal roads- Percentage in need of repair															
		15%													21%	Red	
Excellent services	Survey CPA E32	Condition of non-principal classified roads- Percentage in need of repair															
		12%													18%	Green	
Customer Focus	Survey CPA E32	Condition of Footways - Percentage in need of repair															
		34%													35%	Amber	
Customer Focus	Survey CPA E32	Business Satisfaction with trading standards															
		The lower than expected return rate in the last quarter for Business satisfaction has not been as high as we expected. The CPA upper threshold is 75% which we are above.															
Customer Focus	Survey CPA E32	79%			72.0%									77%	Amber		CPA Upper Threshold 75%
		79%			72.0%				78%			89%			77%	Amber	

Perspective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Customer Focus	Survey CPA E32	Customer Satisfaction with trading standards														Green	CPA Upper Threshold 75%
		82%		86.0%				89.0%				82%			84%		
Excellent Services	BV 216a	Contaminated land - no. of sites of potential concern														Red	168
Excellent Services	BV216b	Contaminated land - no. of site with detailed information available as % of sites of potential concern														Green	7%
		Data for this indicator will be reported annually															
Customer Focus	Better Haringey Survey	Satisfaction with Refuse collection														Green	69%
		These survey results are from the Better Haringey and Tracker surveys, they should not be directly compared to the BVPI Mori survey as whilst it asks similar questions the face to face questions, sampling methodology will affect the results.															
Customer Focus	Better Haringey Survey	Satisfaction with Street Cleaning														Green	55%
		These survey results are from the Better Haringey and Tracker surveys, they should not be directly compared to the BVPI Mori survey as whilst it asks similar questions the face to face questions, sampling methodology will affect the results.															
Customer Focus	Better Haringey Survey	Satisfaction with Parks, playgrounds and open spaces														Amber	70%
		Confidence interval $\pm 5\%$. These survey results should not be directly compared to the BVPI Mori survey as whilst it asks similar questions the face to face questions, sampling methodology and smaller sample size will each effect the results.															
Customer Focus	Better Haringey Survey	Satisfaction with recycling facilities														Green	60%
		These survey results are from the Better Haringey and Tracker surveys, they should not be directly compared to the BVPI Mori survey as whilst it asks similar questions the face to face questions, sampling methodology will affect the results.															

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Customer Focus	Better Haringey Survey	Satisfaction with local tips or Re-use and Recycling Centres <i>Confidence interval ±7%. These survey results should not be directly compared to the BVPI Mori survey as whilst it asks similar questions the face to face questions, sampling methodology and smaller sample size will each effect the results.</i> BVPI Mori survey 67%															
Excellent services	BV 63 HfH	42%						57%								Red	70%
Excellent services	BV 184b HfH	Energy Efficiency - the average SAP rating of local authority owned dwellings. 66.2%															
Excellent services	BV 74a CPA H12 HfH	The change in proportion of non 'decent' local authority homes which were not 'decent' at 1st April Target 05/06 64% 66															
Customer Focus	BV 75a HfH	11.7%							6%							Red	22%
Customer Focus	BV 75a HfH	Satisfaction of tenants of council housing with the overall service provided by their landlord 74%															
Customer Focus	BV 75a HfH	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord. Target 05/06 68% 5.25%															
Excellent services	CPA H18 HSG	69%							55%							Red	71%
Excellent services	BV 214 HSG	Percentage of private sector homes vacant for more than 6 months 1.80%															
Excellent services	BV 214 HSG	Proportion of households accepted as homeless who have been previously accepted as homeless within last two years 1.55%															
Excellent services	BV 214 HSG	1.55%			2.1%			3.1%			2%			1%		Green	8%
Excellent services	BV 214 HSG	Proportion of households accepted as homeless who have been previously accepted as homeless within last two years 2.05%															

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	SPKPI 2 HSG	The number of service users who have moved on in a planned way as a percentage of service users who have left the service. <i>Supporting People KPI 2</i>															
		71%		46.3%				46.3%			84%					Green	46%
Excellent services	SPKPI 1 HSG	The number of service users who have established or are maintaining independent living (existing service users and those who have departed) as a percentage of the total number of service users in the period. <i>Supporting People KPI 1. Average of client groups.</i>															
		99%		96.5%				96.5%			98%					Green	97%
Adult, Culture and Community Services Monthly indicators																	
Excellent services	BV 54 C32 Soc	Older people helped to live at home per 1000 population aged 65 or over															
		156	156	156	155	133	113	113	99.86	97	97.6	98	92.51	87.91	93		Red
Excellent services	BV 55 D40 Soc	Adult and older clients receiving a review as a percentage of those receiving a service <i>This is a joint (older people and adults) indicator.</i>															
		42%	43.0%	42.0%	40.0%	47.6%	51.4%	54.4%	54%	58%	59%	59.46%	57%	71%		Green	65%
Excellent services	BV 56 D54 Soc	% of items of equipment & adaptations delivered within 7 working days <i>CPA Key Threshold</i>															
		86%	85.0%	91.7%	96.2%	89%	87%	74.6%	88%	91.6%	93%	81.60%	87%	97%		Green	88%
Excellent services	BV 58 D39 Soc	% of people receiving a statement of their needs and how they will be met. <i>Joint Indicator for Adults & Older People - Deleted as BVPI from 05/06</i>															
		70%	64.0%	64.0%	64.0%	79%	76.0%	80.0%	80%	79.3%	83%	84.37%	85%	89%		Green	84%

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	BV 195	Acceptable waiting time for assessment - average of (i) % where time from initial contact to first contact is less than 48 hours & (ii) % where time from first contact to completion of assessment is less than or equal to 4 weeks															Top Band 90<100
	D55 Soc	CPA Key Threshold. This PI is based on acceptable waiting times for assessment for new older clients (65+).															
Excellent services	BV 196	Acceptable waiting time for care packages - % where the time from completion of assessment to provision of all services in a care package is less than or equal to 4 weeks															Top Band 90<100
	D56 Soc	CPA Key Threshold. This PI is based on acceptable waiting times for care packages for new older clients (65+).															
Excellent services	Paf C72 Soc	Older people aged 65 or over admitted on a permanent basis in the year to residential or nursing care per 10,000 older people population CPA Key Threshold (using 2004 mid year estimate population of 21,000). Good performance is low. Top banding is <90.															Top Band <90
	80% 78.9% 71.1% 78.4% 82.6% 80.9% 84.6% 86% 90.4% 87.6% N/A 94.5% 94% 94%																
Excellent services	Paf 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															Top Band 12% +
	69 34.3 37.0 48.0 63.0 75.4 77.0 78.0 84.3 83.0 82.9 80.0 85.0 85.0																
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)															Top Band 150
	5% 5.0% 3.0% 2.5% 2.6% 3.6% 4.0% 5% 4.60% 5% N/A																
Customer Focus	Local Soc	CPA Key Threshold March Target 145															80% for 10 days 90% for 20 days
	89 122 124 121 118 117 121 123 126 127 132 135 136 136																
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 In total 49 of 76 cases were completed on time. In addition one case was handled under extended 20 day timescale, completed on time.																	
71%* *80% *66.7% *80% *33.3% *90% 67% 67% 75% 25% 33% 64%																	Red
Red																	Red

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Customer Focus	Local Soc	NHS & Community Care Act Complaints - Stage 2 responded to within 25 days <i>Target up to September 06 was 50% in 28 days</i> There were 6 completed cases in total, none on time, none under extended the timescale.															
		0%	None	0%	None	0%	0%	None	0%	None	0%	None	0%	None	0%	Red	40% for 25 days 90% for 65 days
Financial	Unit Cost Paf B17 Soc	Cost of home care per client															
		£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£18.93	£18.93	£18.93	£18.93	£18.93	Red	£15.50
Financial	Unit Cost Paf B12 Soc	Cost of intensive social care per client															
		£616	£632	£661	£712	£729	£724	£712	£730	£758	£752	£758	N/A	£785	£766	Red	£590
Excellent services	Local Rec	Sports & Leisure usage (seasonally adjusted annual equivalent) <i>Figures seasonally adjusted by Recreation.</i>															
		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	973,369	1,142,017	Green	1,083,445
Excellent services	Local Rec	Parks cleanliness Index <i>to be phased out as BV199 becomes available more frequently</i>															
		80.92	84.10	86.87	83.70	83.45	86.03	86.00	85.89	83.87	84.18	83.87	85.96	87.74	86.53	Green	80
Excellent services	was BV 117 LAM	The number of physical visits per 1,000 population to public libraries <i>Shown as an annual equivalent.</i> 2,151,311 Visits in 2006/07															
		9,850	9,008	10,216	9,340	9,387	9,181	10,057	10,232	10,012	8,140	9,922	9,142	10,355	9,582	Green	9,000
Excellent services	BV 53 Soc	Adult, Culture and Community Services other indicators Intensive home care per 1,000 population aged 65 or over. PAF C28															
		23						23						20.47	24	Amber	Top Band 16+

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	
Corporate Resources Monthly indicators																		
Financial Health	BV 8	The percentage of invoices for commercial goods and services that were paid by the authority within 30 days of such invoices being received by the authority																2005/06 England Top Quartile 96.7%
		89%	88.3%	83.3%	83.1%	88.1%	83.08%	87.75%	88.7%	90.5%	90.7%	84.6%	89.0%	90.5%	Amber	Red	92.0%	
Financial Health	BV 9	The percentage of council taxes due for the financial year which were received in year by the authority.																2005/06 Top Quartile 98.4%
		Council Tax collection target was achieved.															93.79%	
Financial Health	BV 10	The percentage of non-domestic rates due for the financial year which were received in year by the authority.																93.75%
		93.35%	93.67%	92.98%	93.94%	92.80%	93.70%	94.04%	94.03%	94.64%	93.45%	94.92%	92.24%				2005/06 Top Quartile 99.3%	
Excellent services	BV 78a PM1	The NNDR collection target of 99% for the year was slightly missed. However the collection rate fluctuates due to the level of debt billed in any given month. The achievement of 98.5% compares favourably in comparison with other London Councils																99%
		98.98%	99.29%	99.40%	99.43%	99.70%	99.90%	99.30%	98.26%	97.81%	96.13%	90.21%				Amber		
		Average speed of processing new claims (Standard 36 days)															39	
		Performance for this PI was once again excellent for March which has proved that the improvement plans put in place have been successful. But for a poor start at the beginning of the year (due to the Buncefield Oil depot fire), this target would have been achieved. 29 days is far better than the London average.																
Financial Health	PM7	Performance Indicator for the amount of HB overpayments recovered during the period as a percentage of total amount of HB overpayments identified during the period.																60%
		The target of 60% was achieved. A full overpayment recovery improvement plan has been put in place and it is hoped that further improvement will be achieved in 2007/2008.															60%	
Financial Health	PM9	Performance Indicator for the amount of HB overpayments written-off during the period as a percentage of total amounts of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.																60%
		This target has been achieved. Only YTD figures available from Jan onwards due to software changes from our suppliers.															4.00%	
		10%	2.9%	0.2%	0.3%	0.14%	N/A	N/A	2.14%	3.24%	3.65%	N/A	N/A	N/A	Green	Green	2%	

Perspective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	PM11	What is the percentage of data-matches resolved within 2 months?															
		Data matches are the matching of Haringey Benefits data and DWP records, DWP- to look for discrepancies and fraud. The data match target is 100% of all data matches to be resolved within 2 months and this target was achieved every month this year..															
		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Green	100%	91%
Financial Health	Fin 1	Overall revenue budget monitoring															
		Net overspend variance under 0.5% green, 0.5% to 1.0% amber, over 1.0% red															
		0.4%	0.9%	1.0%	1.26%	1.23%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Green		
Financial Health	Fin 2	Overall capital budget monitoring															
		Net overspend variance under 0.5% green, 0.5% to 1.0% amber, over 1.0% red															
		0.0%	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		
Financial Health	Fin 3	Projected general fund reserves – projected unplanned use of balances															
		Under 20% green, 20% to 40% amber, over 40% red															
		12.0%	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		
Financial Health	Fin 4a	Treasury management- Exposure to Variable interest rates															
		- Remain within upper limit of 30% = green, between 30% and 50% amber, over 50% red															
		0.0%	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		
Financial Health	Fin 4b	Treasury management - Authorised Limit for external debt															
		- remain within 95% = green, 95% to 100% = amber, over 100% = red															
		91.2%	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		
Financial Health	Fin 4c	Treasury management - The Council's operational boundary for external debt.															
		- remain within 95% = green, 95% to 100% = amber, over 100% = red															
		94.3%	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	
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> £1.47m short against target, but overall a reduction of £1.6m Aged Debt in 2006/7 was achieved. Chief Exec, Finance & NSR exceeded Y/E target, Childrens £438k short of which £404k was schools, Leaseholders £793k short against a £1.23m target reduction, Adults £209k down against target - achieved target on Community Care but offset by £295k shortfall on collections of Commercial/PCT/MHT debt, Environment £61k short on a target reduction of £336k from £586k to £250k, mainly due to accounts being referred to external solicitors for collection.																
	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	£7.21m	Green	Red	£5.74M	
Financial Health	Unit Cost	Cost of office accommodation per sq metre (corporate property)																
Corporate Resources other indicators																		
Excellent services	BV 156	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people <i>Data for this indicator will be reported on quarterly.</i>															Green	2005/06 Est. Top Quartile 75%
		27%		27%				27%			30%			35%		Green	28%	
Excellent services	PM2	Percentage of new claims outstanding over 50 days (Standard 10%) As we improve the days taken to pay HB claims through enhanced workflow management, this PI has also improved throughout the year. Document Management 'in-trays' are closely monitored to ensure that all HB claims are processed quickly and no claims remain in an Officers tray unactioned.															Green	
		17%		14%			14%				5%			7%		Green	12%	
Excellent services	PM3	Percentage of new claims decided within 14 days of receiving all information (Standard 90%)															Green	
		85%	73.0%											95%		Red	91%	
Excellent services	PM4	Percentage of Rent Allowance (RA) claims paid on time or within 7 days of decision being made (Standard 90%)															Green	
		85%	79.0%											94%		Green	91%	

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	
Financial Health	PM5	Average speed of processing change of circumstances (Standard of 9 days – subject to review) <i>Measured in days</i> An excellent final quarter performance to action changes in circumstances ensured that the target for the year was achieved. Performance in the last quarter was well above the London average.	37	19	21	16	11	Green	18	Green	20							
Excellent services	PM6	Performance Indicator for accuracy – percentage of cases for which the calculation of the amount of benefit due is correct (Standard 98%) Disappointing first three quarters performance for accuracy meant that the target for the year was not achieved, but a big improvement in the last quarter. Quality assessments through enhanced quality checking is a priority area for improvement in 2007/2008.	96%	96.8%	95.6%	96%	100%	Green	97%	Green	99%							
Excellent services	PM8 BV 79bii	Performance Indicator for the amount of HB overpayments recovered during the period as a percentage of total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period. Target achieved for the year. A full overpayment recovery programme has been put in place and it is hoped that further improvement will be realised in 2007/2008. Only YTD information is available due to software changes by our suppliers	23%					Green	26%	Green	5%							Target 05/06 20%
Excellent services	PM10	What is the percentage of interventions when review action commenced in the last quarter against the annual target? Interventions are reviews of HB/CTB claims which have a 'risk likelihood' of changes in claimants circumstances. These reviews can be undertaken in the form of a home visit or a postal check. A massive effort in the last quarter took place to bring the end of year performance very close to the original target. A total of 16,217 caseload interventions were completed against a target of 16,460.	105%	19%	36%	54%	99%	Amber	98.52%	Green	100%							
Excellent services	PM12	What is the percentage of visits carried out against the annual target? Visits are undertaken to perform 'risk based interventions' or to help those unable to access BLT in any other way. 6698 visits took place against	118%	20%	48%	95%	122%	Green	122%	Green	100%							
Excellent services	PM13	What is the number of fraud referrals received? 2005 / 06 - No Target - Actual 12 Target achieved	12	13.2	15	21		Green	15.28	Green	15							

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	
Excellent services	PM14	What is the number of fraud investigators employed?																
		2005 / 06 - Target 0.20 - Actual 0.20																
		Target achieved																
		0.2														0.19	Green	0.19
Excellent services	PM 15	What is the number of fraud investigations closed?																
		2005 / 06 - Target 6 - Actual 8																
		Target achieved																
		8			2.8			5.2			4.5			8.71		Green	8	
Excellent services	PM16	What is the number of successful sanctions?																
		2005 / 06 - Target 2.5 - Actual 2.4																
		Target achieved due to a successful final quarter.																
		2.4		1.09				2.9			2.25			6.13		Green	3	
Financial	Unit Cost	Cost per housing benefit application																
		The last quarter figure has increased due to an error identified in the caseload count which has now been corrected.																
		£117		£34.54				£34.73			£34.41			£51.04		£51.04		
Excellent services	PM17	Percentage of applications for reconsideration/revision actioned and notified within 4 weeks (Standard 65%)																
		2005 / 06 - Target 62 - Actual 47																
		Target achieved despite an unexpectedly high amount of requests from claimants to have their benefit entitlement revised.																
		47%	77.0%											87%		Green	66%	
Excellent services	PM18	Percentage of appeals submitted to the Appeals Service in 4 weeks (Standard 65%)																
		2005 / 06 - Target 62 - Actual 30																
		Target not achieved due to an unexpectedly high amount of HB claimants not agreeing with our decisions and requesting tribunal hearings. However 90% of Appeals have been upheld in Haringey's favour, which has proven that our decisions have been correct.																
		30%	42.0%											65%		Red	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
Excellent services	PM19	Percentage of appeals submitted to the Appeals Service (including those in PM18) in 3 months (Standard 95%)															
		2005 / 06 - Target 92 - Actual 70 Target not achieved due to an unexpectedly high amount of HB claimants not agreeing with our decisions and requesting tribunal hearings. However 90% of Appeals have been upheld in Haringey's favour, which has proven that our decisions have been correct.															
		70%	58.0%											65%	Red	Red	90%
Financial Health	UOR CPA Score	Financial reporting CPA UOR score:3 or 4 = Green 2 = Amber 1 = Red Data for this indicator will be reported on annually when available.															
		3								3						Green	
Financial Health	UOR CPA Score	Financial Management CPA UOR score:3 or 4 = Green 2 = Amber 1 = Red 2006 scores to be used in CPA now available															
		3								3						Green	
Financial Health	UOR CPA Score	Financial Standing CPA UOR score:3 or 4 = Green 2 = Amber 1 = Red 2006 scores to be used in CPA now available															
		3								3						Green	
Financial Health	UOR CPA Score	Internal control CPA UOR score:3 or 4 = Green 2 = Amber 1 = Red 2006 scores to be used in CPA now available															
		2								3						Green	
Financial Health	UOR CPA Score	Value for Money CPA UOR score:3 or 4 = Green 2 = Amber 1 = Red 2006 scores to be used in CPA now available															
		2								3						Green	
Chief Executive's Monthly indicators																	
OD	BV 12	Working days lost due to sickness per FTE employee FTE = full time equivalent. Shown as annual equivalent. The year to date figure includes some late reported sickness inevitably missing from Monthly figures															
		10.37	5.59	8.72	8.65	8.69	7.63	8.09	9.59	9.42	7.01	8.41	7.62	9.81	Red	Red	2005/06 Top Quartile 8.34
Customer Focus	Local	Members' Enquiries: % responded to within 10 working days															
		85%	84%	77%	78%	80%	76%	81%	86%	87%	84%	80%	86%	88%	Amber	Red	90%

Perspective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Customer Focus	Local	Local Resolution complaints (stage 1) responded to within 10 working days *05/06 Threshold was 15 days 1460 out of on time 1901 in the year, 131 out 171 in March															
		80%*	76.0%	77.8%	74.9%	72.4%	71.8%	69.4%	77%	85%	80%	73%	83%	81%	Green	Amber	80%
Customer Focus	Local	Service investigation complaints (stage 2) responded to within 25 working days 206 out of 269 on time															
		74%	66.7%	52.9%	77.8%	84%	61.1%	84.0%	97%	77%	82%	64%	90%	85%	Green	Amber	80%
Customer Focus	LCE1	Independent review (stage 3) public complaints responded to within 20 working days *05/06 Threshold was 25 days 48 out of 52 on time in the year 7 in March.															
		94%*	100%	100%	83.3%	100%	100%	100%	None	67%	100%	100%	80%	100%	Green	Green	90%
Customer Focus	Local	Freedom of information act replies within 20 day time scale From June, this PI excludes HfH FOI requests															
		65%	66%	59%	54%	66%	71.0%	73.8%	67%	69%	73%	74%	86%	78%	Green	Green	70%
Customer Focus	Local	Waiting times - % personal callers to Customer Service Centres (CSC) seen in 15 minutes															
		63%	41.1%	54.1%	47.8%	49.4%	48.3%	35.1%	41.8%	58.0%	57.9%	49.7%	48.1%	49.2%	Red	Red	70%
Customer Focus	Local	Switchboard - Telephone answering in 15 seconds Above Target															
		98%	97.9%	96.3%	95.4%	95%	94.3%	93.5%	94.8%	95%	95%	95%	96%	96%	Green	Green	90%
Customer Focus	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. Above Target															
		79.3%	78.7%	79.7%	79.4%	79.2%	77.5%	75.2%	76.2%	76.9%	77.1%	74.6%	75.9%	77.7%	Green	Green	77%
Customer Focus	Local	Call Centre: Calls answered in 15 Secs as % of calls presented Improved toward the end of the year , systems in place for continued improvement															
		55%	11.4%	12.7%	33.5%	49.3%	39.0%	22.2%	17.8%	34.4%	43.4%	37.0%	34.6%	56.1%	Red	Red	70%
Customer Focus	Local	Call Centre: Calls answered as percentage of all calls presented Improved toward the end of the year , systems in place for continued improvement															
		86.2%	66.4%	64.8%	83.0%	91.3%	86.3%	76.2%	70.4%	80.2%	84.1%	82.6%	81.8%	89.5%	Amber	Red	90%

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	
Customer Focus	Local	Call Centre: Average queuing time Min:Sec																
		Improved toward the end of the year , systems in place for continued improvement																
Financial Health	Unit Cost	00:49	03:14	02:56	01:17	00:43	01:04	01:56	02:26	01:21	01:05	01:13	01:21	00:46	Amber	Red	00:40	
		Cost per transaction (customer services) The benchmark is 05/06 out-turn of £4.41. Effected by one off cost incurred this year, Indicatos will be r refunded for 07/08																
Financial Health	Unit Cost	£4.41	£4.80	£4.33	£4.08	£4.42	£4.43	£4.37	£4.36	£4.45	£5.90	£4.51	£5.32	£4.58	Red	Amber	£4.41	
		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.																
Excellent services	BV 126 (part)	£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	
		Domestic burglaries, annual equivalent seasonally adjusted to 2005/06 figures. Actuals in brackets																
Excellent services	BV 14	There was a fall of 142 in the number of domestic burglaries in 2006/07 compared to 2005/06 - a 5% reduction equalling the target. The target for 2007/08 is a 3.5% reduction (2614 burglaries). Most monthly figures slightly revised here for March report.																
		2,851	3,338 (240)	2,925 (238)	2,471 (182)	2,436 (176)	1,857 (172)	2,046 (188)	2,696 (244)	2,696 (244)	2,895 (262)	4,075 (313)	3,536 (289)	2,304 (198)	2,279 (207)	Green	Green	2,711
Chief Executive's Other indicators																		
Excellent services		% of all interventions supported by a parenting intervention																
		8.4%			16.5%			4.8%			10.5%			11.3%		Green	Green	10%
Excellent services		% of parents satisfied with intervention																
		92.3%			100%			100%			100%			100%		Green	Green	75%
OD	BV 14	Employees retiring early (excluding ill-health retirements) as a % of the total work force																
		Annual equivalents shown																
		0.09%			0.08%			0.13%			0.06%			0.32%		Green	Green	0.20%

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
OD	BV 15	Employees retiring on grounds of ill health as a % of the total workforce <i>Annual equivalents shown</i>													Green	Red	2005/06 Est. Top Quartile 0.15%
			0.13%	0.20%	0.20%	0.19%	0.06%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%			
OD	BV 17a	The percentage of staff from minority ethnic communities													Green	Yellow	
			44.6%	44.8%	44.8%	44.9%	45%	44.94%	44.94%	44.94%	44.94%	44.94%	44.94%	44.94%			
OD	BV 11a	The percentage of top 5% of earners that are women													Green	Yellow	
			55.9%	58.4%	58.4%	57.3%	56.7%	54.20%	54.20%	54.20%	54.20%	54.20%	54.20%	54.20%			
OD	BV 11b	The percentage of top 5% of earners from ethnic minority communities													Green	Red	
			21.1%	18.2%	18.2%	18.6%	18.3%	18.16%	18.16%	18.16%	18.16%	18.16%	18.16%	18.16%			
OD	BV 11c	The percentage of top 5% of earners declaring they meet the Disability Discrimination Act disability definition													Red	Red	
			4.06%	2.5%	2.5%	2.5%	1.5%	2.18%	2.18%	2.18%	2.18%	2.18%	2.18%	2.18%			
Excellent services	BV 220	Compliance against the public library service standards Data for this indicator will be reported annually.													Green	Green	04/05 Target 3
			3	3	3	3	3	3	3	3	3	3	3	3			
Customer Focus	Residents Survey	Staff friendly Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber.													Green	Green	London Average 68%
			67%	69%	69%	69%	69%	69%	69%	69%	69%	69%	69%	69%			
Customer Focus	Residents Survey	Better Place to live Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber.													Amber	Green	London Average 67%
			65%	66%	66%	66%	66%	66%	66%	66%	66%	66%	66%	66%			







Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Customer Focus	Residents Survey	Doing a good Job														Green ↑	London Average 67%
		Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber.															
Customer Focus	Residents Survey	64%														Green ↑	London Average 68%
		Inform															
Customer Focus	Residents Survey	Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber.														Green ↑	London Average 44%
		Better than a year ago															
Customer Focus	Residents Survey	Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber.														Green ↑	London Average 52%
		51%															
Customer Focus	Residents Survey	Listens														Green	London Average 41%
		Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber.															
Customer Focus	Residents Survey	Difficult to phone														Red ↓	London Average 46%
		Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber.															
Customer Focus	Residents Survey	46%														Red ↓	London Average 46%
		Not enough for me															
Customer Focus	Residents Survey	Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber.														Green ↑	London Average 58%
		Data for this satisfaction measure is taken from our annual residents survey. The results will be reported on annually when available.															
Customer Focus	Residents Survey	48%														Green ↑	London Average 58%
		Efficient / well run															
Customer Focus	Residents Survey	Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber.														Green ↑	London Average 58%
		Data for this satisfaction measure is taken from our annual residents survey. The results will be reported on annually when available.															
Customer Focus	Residents Survey	44%														Green ↑	London Average 58%
		Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber.															
Customer Focus	Residents Survey	Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber.														Green ↑	London Average 58%
		Data for this satisfaction measure is taken from our annual residents survey. The results will be reported on annually when available.															
Customer Focus	Residents Survey	44%														Green ↑	London Average 58%
		Significant improvement scores Green, Significantly worse scores Red, No significant change - 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
Customer Focus	Residents Survey	Involves residents Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber. Data for this satisfaction measure is taken from our annual residents survey. The results will be reported on annually when available.														Green	London Average 44%
			44%														
Customer Focus	Residents Survey	Responsive Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber. Data for this satisfaction measure is taken from our annual residents survey. The results will be reported on annually when available.														Green	London Average 45%
			41%														
Customer Focus	Residents Survey	Value for money Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber. Data for this satisfaction measure is taken from our annual residents survey. The results will be reported on annually when available.														Green	London Average 38%
			31%														
OD	Staff Survey	Percentage of staff who understand Haringey Council's aims and objectives Data for this indicator is taken from the staff survey carried out every 18 months. Results for the recent survey will soon be analysed and reported.														Green	
OD	Staff Survey	Percentage of staff who feel that their opinion is sought on decisions that affect their work Data for this indicator is taken from the staff survey carried out every 18 months. Results reported here are from the staff survey carried out in	82%													Green	86%
OD	Staff Survey	Percentage of staff that have a written work plan or performance appraisal that sets out priorities and tasks for the year Data for this indicator is taken from the staff survey carried out every 18 months. Results reported here are from the staff survey carried out in	N/A													Green	90%
OD	Staff Survey	Percentage of staff who feel that their manager provides them with timely feedback on their performance Data for this indicator is taken from the staff survey carried out every 18 months. Results reported here are from the staff survey carried out in	77%													Amber	77%
OD	Staff Survey	Percentage of staff who feel that their manager provides them with timely feedback on their performance Data for this indicator is taken from the staff survey carried out every 18 months. Results reported here are from the staff survey carried out in														Green	

Perspective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	
GO	Staff Survey	Percentage of staff who believe their performance has improved as a result of the learning and development activities they have undertaken <i>Target for 2006: the 2006 survey will provide the baseline for 2007/8 and beyond...</i>														Green	Green	
		59%																
GO	Staff Survey	Percentage of staff that believe that Haringey staff work with integrity and deliver on what we promise <i>Target for 2006: the 2006 survey will provide the baseline for 2007/8 and beyond...</i> This is a new PI. It is designed to provide a baseline against which the organisation can measure how well we are living our agreed way of working (values)						64.0%								Green		
		N/A																
GO	Staff Survey	Percentage of staff that believe that people in different parts of Haringey Council work well together <i>Target for 2006: the 2006 survey will provide the baseline for 2007/8 and beyond...</i> This is a new PI. It is designed to provide a baseline against which the organisation can measure how well we are living our agreed way of working (values)						59.0%								Green		
		N/A																
GO	Staff Survey	Percentage of staff who believe that as an organisation we can be proud of what we do <i>Target for 2006: the 2006 survey will provide the baseline for 2007/8 and beyond...</i> This is a new PI.						47.0%								Amber		
		N/A																
GO	Staff Survey	Percentage of staff who believe that Haringey is committed to ensuring that everyone has an equal opportunity to learn and develop <i>Data for this indicator is taken from the staff survey carried out every 18 months. Results reported here are from the staff survey carried out in early 2006.</i> This is a new PI.						73.0%								Green	Green	
GO	Staff Survey	Percentage of staff who believe that the way we do things keeps on improving <i>Data for this indicator is taken from the staff survey carried out every 18 months. Results reported here are from the staff survey carried out in early 2006.</i> Target for 2006: the 2006 survey will provide the baseline for 2007/8 and beyond...						68.0%								Green		
		N/A																
GO	N/A	Percentage of staff leaving voluntarily within a year of appointment <i>Turnover rate is for Rolling Year</i>						13.0%						18%		Red	Red	
		15%																

End of Year Equalities Performance Review - 2006/07

Key:

	Same as last year		Better than last year		Worse than last year
	Performance missing target		Performance close to target		Performance on target

Persp	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target	
Children & Young People's Equalities indicators																		
Excellent services	Local	Achievement at GCSE % at 5+ A*-C By Ethnicity:																
		B&ME																
		Reported Yearly																
		45%												48%				
Excellent services	Local	Achievement at GCSE % at 5+ A*-C By Ethnicity:																
		WB																
		Reported Yearly																
		63%												62%				
Excellent services		The ratio of the proportion of children on the CPR that were from minority ethnic groups to the proportion of children in the local population that were from minority ethnic groups																
		Reported Yearly																
		1.02												1.07		1.07		
Urban Environment Equalities indicators																		
Excellent services	BVPI 90a	% of people expressing satisfaction with waste collection monitored by ethnicity, gender and disability																
		Reported Yearly																
		63%												64%				
Excellent services	BVPI 90b	% of people expressing satisfaction with recycling facilities monitored by ethnicity, gender and disability																
		Reported Yearly																
		39%												57%				
														57%		57%		
														57%				
														60%			60%	

Perspectiv e	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07		
Excellent services	BVPI 165	% of pedestrian crossings with facilities for disabled people																	
		Reported Yearly																	
		100%																	
		80%																	80%
		Housing Equalities Indicators																	
		The percentage difference between Housing Applications and Lettings for BME applicants																	
Excellent services		This PI examines the percentage of BME applicants on the Housing Register, and compares the figure with the percentage of lets given to BME applicants. If BME applicants are receiving a proportional share of lets, there should be no variation between the two figures, +/- 5%. This PI has been expanded for 2007/08, and the Housing Service now examines individual ethnicities and communities and looks at possible factors affecting discrepancies, such as bed size and area required, in order to gain a better understanding of housing need. It should be noted that the application data for this PI was taken as at April this year, as the re-registration exercise has now been completed and this gives us a more accurate picture of housing need.																	
		new																	
		-3.72%																	
		Green																	
		-3.72%																	
		Green																	
Excellent services		The percentage of lets made through Choice Based Lettings																	
		Choice Based Lettings began operating in January 2007 under Home Connections. Therefore this data only looks at lets that were resulted in the period January to March 2007. The data does not include lets which are automatically let directly, such as lets to sheltered accommodation. The percentage let through choice within this sample of three months' data at the launch of the service was less than target. However, this was expected when CBL went live as some direct lets were necessary as the service was set up. In 2007/08 more properties are going through choice and analysis will be available on the use of direct lets																	
		new																	
		68.45%																	
		Red																	
Excellent services	74a	Satisfaction of council tenants with the overall service provided by their landlord																	
		Statistical confidence ± 3.5%																	
		Significantly lower than the 67.5% average for London Boroughs																	
		73.67%																	
		Red																	
		59%																	
		Red																	
Excellent services	74b	Satisfaction of BME council tenants with the overall service provided by their landlord																	
		Statistical confidence ± 5.2%																	
		71.1%																	
		56%																	
		Red																	
		73%																	
Excellent services	74c	Satisfaction of non-BME council tenants with the overall service provided by their landlord																	
		Statistical confidence ± 4.8%																	
		Although more white tenants were satisfied with their land Lord than BME tenants, the difference is not statistically significant.																	
		74.7%																	
		64%																	
		Red																	
		76%																	

Perspectiv e	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	
Excellent services	75a	Satisfaction of council tenants with opportunities for participation in management & decision making															Red	71%
		Statistical confidence ± 3.9% A fall from the previous survey result but only just below the 57% average for London Boroughs																
Excellent services	75b	Satisfaction of BME council tenants with opportunities for participation in management & decision making															Red	68%
		Statistical confidence ± 5.7%																
Excellent services	75c	Satisfaction of non-BME council tenants with opportunities for participation in management & decision making															Red	73%
		Statistical confidence ± 5.5%																
Adult, Culture and Community Services Equalities indicators																		
Excellent services	Paf E47	Ethnicity of older people receiving an assessment <i>the percentage of older service users receiving an assessment that are from minority ethnic groups with the percentage of older people in the local population that are from minority ethnic groups. Good performance is generally one or greater. This indicator determines the need for Social Services of people from minority ethnic groups to see if it is at least as great as for the general population</i>															Green	1
		1.14 1.13 1.13 1.15 1.14 1.15 1.16 1.16 1.19 1.19 1.22 1.19 1.25 1.23																
Excellent services	Paf E48	Ethnicity of older people with services following an assessment <i>The percentage of older service users receiving services following an assessment that are from a minority ethnic group, divided by the percentage of older service users assessed that are not from a minority ethnic group. Good performance is around 1, assuming no difference between the proportions of those assessed that require services for minority ethnic communities and the general population. 0.7 to 1.3 is regarded as 'acceptable' and 0.9 to 1.1 as 'good'.</i>															Green	1
		1.02 1.03 1.01 1.03 1.07 1.07 1.06 1.05 1.09 1.09 1.04 1.03																
Excellent services	Paf C51	The number of clients receiving direct payments by physical disabilities per 100,000 population															Green	82
		101 107 107 88 86 85 88 88 90 92 93 100 97																
Excellent services	Paf C51	The number of clients receiving direct payments by mental health per 100,000 population															Amber	4
		3 3 3 3 3 3 3 3 3 3 3 3 3 3																

Perspectiv e	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	
Corporate Resources Equalities indicators																		
Financial Health	BVPI 156	% of buildings open to the public in which all public areas are suitable for and accessible to disabled people															2005/06 Est Top Quartile 75%	
		Much of the adaptation work in relation to the Disability Discrimination Act has completed. Some of the adaptation work will improve our performance to BV156 (known as Document M compliance). Independent surveys, for audit purposes of these buildings															30.0%	Green
		27.45%		27.00%		27.00%		30.0%		30.0%				34.0%	Green	Green	28.0%	
Chief Executive's Equalities indicators																		
Customer Focus	BVPI 11a	The percentage of the top paid 5% of local authority staff who are women																
		Of the 202 FTEs in the top 5% of earners, 110 are female.															54.20%	Green
Customer Focus	BVPI 11b	The percentage of the top 5% of earners who are from ethnic minority communities																
		55.90%	58.40%	57.30%	56.72%	54.20%	54.20%	56.72%	18.30%	18.16%	18.16%	18.30%	18.16%	18.16%	18.16%	Red	Red	26%
OD	BV 11c	The percentage of top 5% of earners declaring they meet the Disability Discrimination Act disability definition																
		Of the 192 FTEs both whose ethnicity we know and who are in the top 5% of earners, 35 are from an ethnic minority. This represents 4 members of staff short of target. Of the 137.9 FTEs both whose disability status we know and are in the top 5% of earners, 3 have declared a disability under this definition.															2.18%	Yellow
Customer Focus	BVPI 17a	The % of staff that are from ethnic minorities																
		4.06%	2.5%	2.5%	2.5%	2.5%	2.5%	1.5%	2.18%	2.18%	1.5%	2.18%	2.18%	2.18%	2.18%	Red	Red	4.90%
Customer Focus	BVPI 16A	The percentage of staff declaring they meet the Disability Discrimination Act disability definition																
		45%	45%	45%	44.90%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	Green	Green	39.30%
Customer Focus	BVPI 174	No. of racial incidents recorded by the local authority per 100,00 population Reported Yearly																
		168 staff out of 4,715 who answered yes or no.	4%	2.5%	2.5%	2.5%	2.5%	1.50%	3.56%	3.56%	1.50%	3.56%	3.56%	3.56%	3.56%	Red	Red	5%
		64.65															n/a	

Report title: **The Draft Council Plan 2007 - 2010**

Report of: **Tim Dauncey – Interim Director of Corporate Resources**

Ward(s) affected: All

Report for: For information

1. Purpose

1.1 To present the draft Council Plan for 2007 - 2010

2. Introduction by Councillor George Meehan Leader of the Council

- 2.1 The Council Plan sets out what actions the council will take to achieve its priorities and sets out the authority's goal to achieve excellent services for our residents.
- 2.2 The Council has worked hard over the past years to gain and retain three star status. The enclosed Plan represents this Administration's political priorities and establishes the agenda for the Council which will guide us towards achieving excellent services.
- 2.3 This plan sets out how we will further improve our services to meet the needs of Haringey's residents. It also outlines how the council will contribute to Haringey's Sustainable Community Strategy.
- 2.4 This Council plan highlights what needs to be achieved in the next three years. The plan has been developed within the framework of the Community Strategy and all the priorities address what residents have told us is important to them

3. Recommendations

3.1 That Cabinet Members consider the draft Council Plan.

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

Contact officers: Eve Pelekanos Head of Policy and Performance
Telephone 020 8489 2508
Margaret Gallagher – Performance Manager
Tel: 020 8489 2553

Head of Legal Services Comments

The legal implications are stated in the main report.

4. Executive Summary

4.1 The draft Council Plan sets out the priorities for the Council and how these will be achieved. The content has been cross-referenced with the Manifesto, Community Strategy and the Local Area Agreement.

4.2 It is a statutory requirement for Local Authorities to publish performance and 3 year targets against the Government's Best Value indicators, these form the Appendix to the Council Plan. The targets were considered by the Executive on 24 April.

4.3 The Council Plan is to be published by the end of April 2007.

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:**

ODPM Circular 05/2006- Guidance on Best Value Performance Plans
Service Business Plans including provisional outturn information for Best Value Performance Indicators and 3 year targets.

Strategic Implications

The Council Plan sets out the Council's priorities and what action will be taken to achieve them. The Council Plan will be instrumental in focusing on the necessary actions to drive improvement in line with the council's vision and priority of providing excellent services.

Financial Implications

The 3 year targets have been considered as deliverable within the Council's Financial Strategy.

Legal Implications

None

Equalities Implications

Equalities is a central thread throughout the business of the Council and is reflected in the achievements and future actions for all the Council's priorities. The performance indicators which accompany the plan include equalities indicators and targets for these measures ensure that there are no adverse implications for service users or our staff.

Consultation

The measures included in the Council Plan are linked to the delivery of the five council priorities. A number of the measures also relate to aspirations as set out in our Sustainable Community Strategy which was widely consulted on across a range of stakeholders. The Council Plan includes a number of resident and staff satisfaction measures to take account of how these stakeholders feel about the services the council delivers and how staff contribute to their delivery.

7 Background

- 7.1 Each year the Council publishes a corporate plan that explains what has been achieved in the previous year and what is planned for the coming three years. The plan is based on the council's priorities and explains how these will be achieved.
- 7.2 Councils that have been rated as 'good' or 'excellent' by the Audit Commission in the Comprehensive Performance Assessment (CPA) are not required to produce a Best Value Performance Plan, but they are still required to publish the results of the best value performance indicators (BVPI) and to set targets for the coming three years.
- 7.3 Last year the Council published a Corporate Plan which included the three year BVPIs and targets. This year a Council Plan has been developed for 2007 – 2010. It is based on the Council priorities and sets out the key actions and how these will be achieved.
- 7.4 The key actions in the Council Plan will be part of the mid year pre- business plan review. In previous years we have also reviewed targets at the end of the financial year in light of performance outturns and latest comparative data.

8. The Council Plan

- 8.1 The draft Council Plan sets out the Council's priorities and how these will be achieved. The key actions are in line with Manifesto commitments, the Sustainable Community Strategy and the Local Area Agreement.
- 8.2 The Council business plans and performance targets have been aligned with the council priorities. The business plans provide further detail on how these actions will be achieved thus completing a 'Golden Thread' linking the Community Strategy, Council Plan, Business Plans and individual performance appraisals.

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Draft
Council Plan 2007-10

**A Council we are all proud of -
*Delivering high quality, cost effective services***

Version: 30 May 2007

Map of Haringey

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Our Commitment

Introduction by the leader and the Chief Executive

Welcome to our Council Plan for 2007-2010. The Leader and Chief Executive of Haringey Council have a clear goal for the authority to achieve excellence in service delivery and to create a deeper sense of place. We have a shared understanding that to achieve this requires political, managerial and community leadership. Our commitment is that each form of Leadership must be effective in its own right and complementary to one another. This means that there must be mutual respect and understanding of the different roles.

With you we want to lead a dynamic, financially sound, public service value driven organisation that meets the needs of our community. The Council is keen to take up the mantle of community leadership in a way that community and stakeholders will value. We would wish to be seen as a trusted partner providing sound use of resources, a clear sustainability agenda and working towards a quality of life for all our citizens.

The Council has worked hard over the past years to gain and retain three star status. The Council Plan represents a new agenda for the Council which will guide us towards excellence.

To achieve such excellence we need your continued support and commitment, in return the Council will work to value, develop and nurture staff by creating a safe and co-operative work environment.

2.0 Purpose of this plan

This plan sets out how we will further improve our services to meet the needs of Haringey's residents. It outlines how the council will contribute to Haringey's Sustainable Community Strategy.

Key achievements for 2006/07 are highlighted as well as what needs to be achieved in the next three years. Appendix 1 shows the targets we have set to achieve continuous improvement.

The plan has been developed within the Community Strategy policy framework and all the priorities address what residents told us is important to them. The detail of how priorities will be achieved is contained in the 24 service business plans.

The audience for this plan is primarily our staff, managers and members. It may also be of use to our partners and other stakeholders.

3.0 Context for this plan

3.1 About the place and its people

Haringey is one of London's 32 boroughs. It is in the north of the capital and more than 11 square miles in area. It has national landmarks like Alexandra Palace and is the home of Tottenham Hotspur Football Club.

Haringey is a hive of activity with a wide range of events and recreation opportunities throughout the borough's leisure and sports centres, libraries, parks and open spaces. The people who live here have come from many different ethnic backgrounds and brought cultural diversity and vitality to the borough. Haringey has about 224,500 residents and around half come from minority ethnic backgrounds. Haringey's population is the 4th most ethnically diverse in the country.

The population is young and growing. Over half is under the age of 35; this is above both the London and England averages. Between 1991 and 2001 the population grew by 8% and is projected to grow by a further 23% to reach over 270,000 by 2031.

This growing population presents opportunities, but also challenges. The borough ranks as one of the most deprived in the country with pockets of extreme deprivation more evident in the east. Haringey's increasing house prices may be a sign of rising prosperity but can also prevent some people from living in a decent home. Over one in five households are classified as overcrowded and some 5,000 households are officially placed in temporary accommodation, the highest number of all London boroughs.

Just over 30% of households in Haringey live in social housing. Owner occupation in Haringey has declined in recent years to 46% of the total housing stock.

Worklessness is a particular issue in Haringey as some 50,000 residents of working-age are recorded as not in work. Although the borough's employment rate, at 66.2%, has improved in the past few years, it remains significantly below the England average of 74.4%. However, a large injection of funding from Europe and central Government is financing urban regeneration projects, boosting the local economy and creating local jobs for local people.

Haringey has a growing entrepreneurial culture. Since 1994 the number of VAT registered enterprises has grown by over 30%, exceeding the 25% growth in London.

3.2 Taking the next step to excellence

The Council has achieved much during the last few years. In the February 2007 Comprehensive Performance Assessment, we were judged as a 'Good' Council and 'improving well'. The challenge now is to extend ourselves and build our reputation for excellent services, innovation and good practice across London and the UK.

In the next three years, 2007/08 to 2009/10, we will develop an integrated approach to regeneration so that we improve the physical, transport, housing, environmental, social and economic aspect of Haringey.

We need to redouble our efforts to support all Members in their role as community leaders, building on the strength of our community engagement and the successes of our neighbourhood management.

We will address the considerable challenge of making Haringey a more sustainable borough by reducing our environmental footprint and achieving a sustainable future.

Crime remains a concern for our residents. We will work with our partners to reduce crime and the fear of crime whilst strengthening the community cohesion that already exists in Haringey.

In the last few years, educational attainment has improved above the national average. We will continue on this improvement journey and build schools that are fit for the future.

We will strengthen our approach to customer services by placing the citizen/customer at the centre of what we do, focusing on community facing services and maximising resources to front line services.

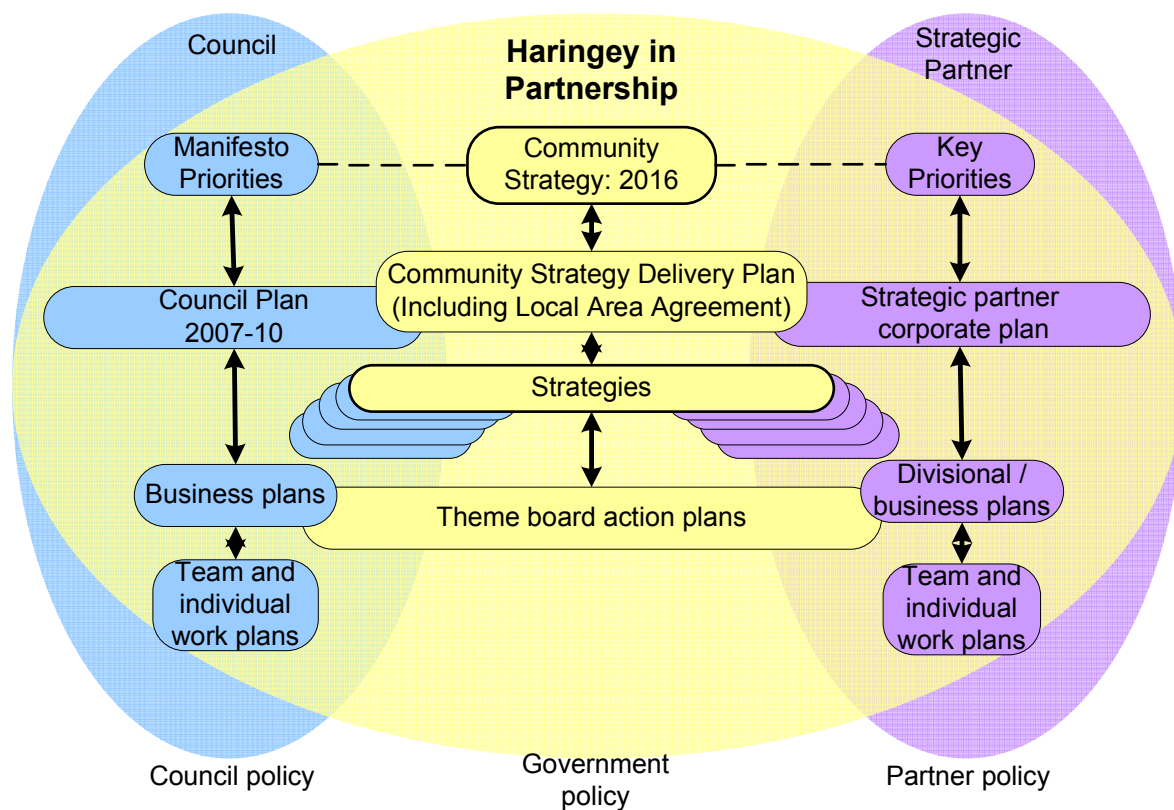
In order to deliver the above challenges and move the Council forward on its journey to excellence, council services were re-shaped in November 2006. Four new directorates and two Assistant Chief Executive Services were created to take forward the work of the council; Urban Environment,

Children and Young People, Adult, Culture and Community Services, Policy, Performance, Partnerships and Communications, Corporate Resources, and People and Organisational Development.

3.3 Haringey's strategic context

The Council's objectives are set having regard to the national and local agendas and overarching policies. These are interpreted locally and influenced by specific issues within the borough and by residents' concerns. The new Haringey Community Strategy, *A Sustainable Way Forward 2007-2016*, became effective in April 2007. It articulates how the Council and its partner agencies will work together to make Haringey a safe, vibrant place that people are proud of. Our overarching strategies ensure that we are able to deliver our priorities. The main strategies are listed in Section 5 *Achieving our Priorities*.

The diagram below shows how our strategic plans are linked:



4.0 Our vision, values and priorities

4.1 Vision

Our vision is to be

“A council we are all proud of”

To realise this vision, this plan sets out our strategic priorities and what we aim to achieve over the next three years. It sets out how we will lead the borough forward and makes explicit the parts of the Haringey Community Strategy the Council will deliver.

4.2 Our Priorities

- Making Haringey one of London’s greenest boroughs
- Creating a Better Haringey: cleaner, greener and safer
- Encouraging lifetime well-being at home, work, play and learning
- Promoting independent living while supporting adults and children when needed.
- Delivering excellent, customer focused, cost effective services

5.0 Achieving our Priorities

1. Making Haringey one of London's greenest boroughs

What does this priority mean?

We want to be exemplary in reducing our environmental footprint and promoting the necessary activities to achieve sustainability within the borough, enforcing where necessary.

Link to Community Strategy

This priority links to the Community Strategy priority of '*An environmentally sustainable future*'.

Key achievements in 2006/07

- In 2006/07 the percentage of domestic waste recycled or composted has increased to 23%, almost 3 times what it was in 2003/04. Service improvements such as estates' recycling and boxes have positively impacted on this performance.
- Waste minimisation continued with a number of successful schemes such as the home composting campaign - 3000 units sold in 2006 and increases in the number of people using real nappies in 2006, contributing to our upper quartile performance among London authorities.
- Doorstep recycling has been extended to 3,700 council homes and recycling schemes set up in all Haringey primary schools.
- 57% of our residents said they are satisfied with recycling facilities (BV90b) and 67% are satisfied with our civic amenity sites (BV90c) up a sizable 18% and 25% respectively from the last survey in 2003.
- We have improved energy efficiency of local authority owned dwellings with an improved SAP rating of 66 in 2005/06, exceeding our LPSA stretch target.
- We have recently signed the Nottingham Declaration on Climate Change, thus making a commitment to actively tackle climate change in the borough.
- We have reviewed our parking permit charges in line with our commitment to reduce greenhouse gas emissions. New charges are coming into effect from July 2007
- In April 2007 Haringey was named as the Most Improved Transport borough in London by the magazine Transport Times. The award resulted from Haringey's significant improvements to road safety, its introduction of innovative home

zones, its schools travel plans, and the drive to promote cycling and walking in the borough.

Key actions for the next 3 years

Increase recycling and reduce waste – As set out in our Recycling Strategy, we will increase recycling and reduce waste further by:

- expanding our multi-material collection service to all homes with a green box
- extending estates' doorstep and near-entry recycling collections to more households on estates
- introducing a trial for food waste collections on estates
- introducing a new service to low rise street facing blocks of flats
- improving recycling bring sites
- increasing the number of schools (including secondary and special schools) participating in the 'Schools Recycling Scheme' to 100%
- recycling 31.8% of domestic waste in Haringey by 2010 (Local Area Agreement target).

Transport - We will continue to address transport issues in the borough by:

- delivering sustainable communities through a Local Development Framework and a Transport Strategy
- ensuring that 90% of our schools have travel plans by 2007/08 and 100% by 2010.

Sustainable Haringey – we will introduce initiatives to make Haringey sustainable including:

- using 'eco' materials wherever possible during refurbishment works to buildings
- increasing the number of schools participating in the 'Eco School Programme' to 20, in 2007/08
- introducing workplace travel plans which will provide staff and visitors with a package of practical options to encourage sustainable travel to and from work
- ensuring, through the UDP, that new developments have sustainable design and construction, incorporate water conservation and encourage energy efficiency
- reducing energy consumption in council buildings by 3%. We will be reviewing our energy use over the next 12 months
- developing a Sustainable Procurement Strategy and implementation plan to promote sustainable procurement best practice
- increasing our carbon savings in the private domestic sector for vulnerable households to 376 tonnes by 2010 (Local Area Agreement target)

For details of how we will achieve our priorities, and for the measures and targets, see Appendix 1 of this plan and the individual business plans on Harinet.

The key plans and strategies for delivering our priorities:

Plan/Strategy	Contact Officer
<p>The Recycling Strategy - sets out how we will provide a high quality, convenient recycling service which is easy to use and meets the needs of residents.</p>	<p>Zoe Robertson Recycling Manager Urban Environment 020 8489 3265 zoe.robertson@haringey.gov.uk</p>
<p>The Unitary Development Plan - is the Council's statutory plan for the development and use of land and buildings in the borough. The plan contains a set of policies on housing, jobs, leisure, transport, education and health. The UDP will be replaced by the Local Development Scheme by 2009.</p>	<p>Shifa Mustafa Assistant Director Planning and Environmental Control Urban Environment 020 8489 5538 shifa.mustafa@haringey.gov.uk</p>
<p>The Local Area Agreement 2007-10 - Outlines key targets and priorities agreed between the Council and its partners and Central Government.</p>	<p>Zena Brabazon Head of Neighbourhood Management Policy, Performance, Partnerships & Communication 020 8489 4544 zena.brabazon@haringey.gov.uk</p>
<p>The Climate Change Action Plan – sets out how we will tackle climate change in Haringey.</p>	<p>Sule Nisancioglu Group Manager, Policy & Support, Urban Environment 020 8489 5562 sule.nisancioglu@haringey.gov</p>

2. Creating a Better Haringey: cleaner, greener and safer

What does this priority mean?

The Council has an essential role in making Haringey a place where people can flourish. We play a key part in making Haringey a cleaner and greener borough with attractive parks and green spaces and a safer place. The Council has considerable, statutory responsibilities for preventing and reducing crime, the fear of crime, the harm caused by drugs and alcohol, and anti-social behaviour. Collectively, these remain top priorities for our residents.

Link to Community Strategy

This priority links to the Community Strategy priorities: *'People at the heart of change'* and *'Safer for all'*. There is a well-established, multi-agency partnership in Haringey which delivers this work and performance for 2006/07 was exceptionally good.

Key achievements in 2006/07

- In the 2006 residents' survey 49% of our residents said they are satisfied with cleanliness, up 11% since the last survey in 2003 (BV89).
- Seven Haringey parks have won the prestigious Green Flag award for high standards which is more than any other London borough. 72% of our residents expressed satisfaction with our parks and open spaces (BV119e) up 5% since the last survey.
- Road condition and street infrastructure has been improved with a £2 million maintenance programme for streetlights roads and pavements.
- A £1 million streetlight investment programme was completed in November 2006, installing 750 new streetlights throughout the borough to improve the night time environment and reduce the fear of crime.
- Safer Neighbourhood police teams are now working with the Council in every ward.
- We have completed a review of CCTV for community safety purposes and opened a new joint CCTV control room.
- In partnership with Network Rail, we identified and improved over 80 'eyesore' sites in the borough as part of an ongoing programme. The sites include stations, bridges and embankments.
- We issued over 1,000 fixed penalty notices for environmental crimes, including littering and dumping of rubbish and checked over 400 waste

carrying vehicles and more than 1,500 waste producing businesses to ensure waste is being appropriately stored and disposed of.

- Streetscene worked with the London Probation Service and Safer Neighbourhood Teams to arrange for offenders with unpaid community work orders to clear litter and waste from 25 unregistered and unadopted sites.
- In the first 9 months of 2006/07, 187 young people attached to the YOS completed 320 hours of reparation work in the borough. This included involvement in Haringey Clean Sweep and in the Northumberland Park, Broadwater Farm and West Green Road areas. In addition, young people have been involved in decorating community centres in Woodside, Northumberland Park and Broadwater Farm.
- We established an Anti-Graffiti and Fly posting Partnership with British Telecommunications and Telewest to remove graffiti and fly posting from cable boxes and telephone boxes resulting in a commitment by them to clean their equipment. A further 10 of our worst graffiti hotspots have been targeted and cleared.
- In one operation over £1.5m of counterfeit goods were seized from organised criminals in the borough.

Key actions for the next 3 years

Improve the natural environment – we will implement our open space improvement programme by:

- having more parks with Green Flags or green pennants. In our Local Area Agreement we have made a commitment to increase the number of parks with green flag awards to 12 by 2010.
- planting 1000 additional trees by 2010
- completing major refurbishments to Markfield, Chestnuts and Lordship recreation grounds by 2010
- continuing to protect Haringey's open spaces through the Unitary Development Plan (UDP) and the development of the Local Open Spaces Standards for 2008

Continue to improve the cleanliness of the borough – we will make Haringey cleaner by:

- improving street cleaning, reducing the percentage of streets with litter and detritus to 28% in 2007/08 and 24% by 2009/10
- targeting dumping hotspots to reduce the amount of dumped rubbish
- expanding and improving the Community Volunteer Wardens' service
- reducing the percentage of streets with litter and detritus in super out put areas to 20% by 2010 (Local Area Agreement target)

Improve road condition, street infrastructure and road safety – we will make improvements by:

- delivering the planned maintenance programme for streetlights, roads

- and pavements
- completing the housing estates project on street lighting
- delivering the Parking Plan, including the installation of additional pay and display machines
- maximizing 20 mph schemes and Safe Routes to School schemes as part of the LIP – BSP submission
- 30 fewer people killed or seriously injured by 2010, in line with achieving our PSA target (a 40% reduction from the 1994-98 average) and the Mayor of London’s target

Contribute to the reduction of crime and fear of crime in Haringey - in line with residents’ priorities, by working with the police and other partners by:

- contributing to the reduction of domestic violence crimes in Haringey through the extended work of Hearthstone and the new nightline advice and support service
- reducing offences against children and young people through targeted work in specific neighbourhoods, acting on police intelligence
- undertaking a rolling programme of test purchasing of under age sales to catch traders that sell knives, alcohol, cigarettes, aerosol paint and solvents to our children
- launching an improved out of hours service that targets nuisance and criminal behaviour, in particular intervening and stopping noise nuisance at night
- installing additional CCTV cameras in 2007/08
- carrying out more than 600 joint operations each year with our enforcement partners including the police to target environmental and organised crime
- reducing alcohol and drug misuse amongst young people, together with the effects of parental alcohol and drug misuse on children and young people
- The Youth Offending Service is working with Tottenham Hotspurs Football Club to develop new reparation schemes for young offenders.

For details on how we will achieve our priorities, and for measures and targets see Appendix 1 of this plan and the individual business plans on Harinet.

The key plans and strategies for delivering our priorities

Plan/Strategy	Contact Officer
The Parking Plan - provides a policy	Ann Cunningham

Plan/Strategy	Contact Officer
framework for the Council's parking management activities. The overall aim of the plan is to help support a better and safer environment for the Borough.	Head of Parking Service Urban Environment 020 8489 1355 E: ann.cunningham@haringey.gov.uk
The LIP – BSP submission The LIP demonstrates how the Council's local transport plans and programmes will contribute to implementing the key priorities set by the Mayor of London.	Malcolm Smith Team Leader Transportation 020 8489 5574 Urban Environment Malcolm.smith@haringey.gov.uk
The Domestic Violence Strategy 2004-2008 - sets out how issues around domestic violence will be tackled. Aims and priorities in this strategy are in line with the London Domestic Violence Strategy.	Eve Featherstone Principal Equalities & Diversity Officer Policy, Performance, Partnerships & Communication 020 8489 2583 eve.featherstone@haringey.gov.uk
Protecting Vulnerable Adults from Abuse 2005 Together with the policy and procedure sets out a framework for reporting and addressing abuse of adults.	Olive Komba-Kono Adult Protection Manager Adult, Culture and Community Services 020 8489 3191 olive.komba-kono@haringey.gov.uk
The Children and Young People's Plan 2006-09 - outlines the strategic priorities for improving services for children, young people and their families and carers in Haringey.	Patricia Walker Policy and Performance Manager- Children and Young People's Service 020 8489 3850 e: patricia.walker@haringey.gov.uk
Safer Communities Strategy - sets out how we will tackle criminal and anti-social behaviour and reduce the harm caused by drugs and alcohol.	Claire Kowalska Community Safety Development Co-ordinator 020 8489 6949 claire.kowalska@haringey.gov.uk
Enforcement Strategy - sets our priorities and plan for implementing enforcement for the next 4 years	Robin Payne Assistant Director for Enforcement 020 8489 5513 robin.payne@haringey.gov.uk
Open Spaces Strategy 2005- provides a framework for future management for the development of open spaces in the borough.	John Morris Assistant Director Recreation Services Adult, Culture and Community Services 020 8489 5602 John.morris@haringey.gov.uk

3. Encouraging lifetime well-being, at home, work, play and learning

What does this priority mean?

The Council has an essential role in making Haringey a place where people can flourish, and where people want to live, work and play. We play a key part in providing universal services, for example schools, leisure, libraries and housing.

Link to Community Strategy

This priority links to the Community Strategy priorities: *'Economic vitality and prosperity shared by all'* and *'Healthier people with a better quality of life'*.

Key achievements in 2006/07

- GCSE results improved for the fifth year running, with progress in Haringey since 2001 being twice the national average - 52% of pupils achieved 5 or more A*– C grades at GCSEs in 2006.
- A new 6th Form Centre has been built and will open in September 2007, and 120 new primary school places have been provided in the west of the borough.
- Almost all schools have achieved well against the national targets for the Extended Schools programme. For 2007, 30% of all schools have extended opening hours from 8am to 6pm, providing breakfast clubs and other facilities.
- 936 new homes were provided in the largest affordable housing programme underway in London.
- The Home Connections scheme is now in place to deliver choice based lettings.
- Employment opportunities have been offered to more than 500 local people through the 'Haringey Guarantee' scheme, offering work placement and interviews as well as training.
- There were 1.8 million visits to our libraries in the period April 2006 to January 2007. Borrowing is up more than any other London borough, and the 'Supa-Kiosk' system enables users to issue and check in books themselves.

- The new sports, health and fitness facilities at White Hart Lane Community Sports Centre, Tottenham Green and Park Road leisure centres, attracted more than a million visits in 2006/07, up 25% on the previous year.

Key actions for the next 3 years

Children and Young People - The Children and Young People's Plan 2006-2009 sets out the vision for children and young people in Haringey and how the five outcomes - being healthy, staying safe, enjoying and achieving, making a positive contribution and achieving economic well-being will be delivered.

We shall ensure that all children and young people have a bright future, and enjoy the best life chances by:

- developing high quality early childhood provision across the borough, opening 18 Children's Centres by April 2008
- reducing the percentage of pupils absent (half day absences) from primary schools to 5.4% and to 7.9% in secondary schools by 2009/10
- raising standards in Haringey schools and reaching the national average for 5 or more A*-C grades at GCSE by 2010
- improving provision for 13-19 year olds through the Youth Service and enabling young people to enjoy wider opportunities through a broad curriculum and out of school learning
- improving the quality and range of play provision, supported by a new play strategy and bid for the Big Lottery fund
- reducing the proportion of 16 to 18 year olds not in education, employment or training to 10.4% by 2009/10 (Local Area Agreement target)
- continuing to implement the Extended Schools programme with 50% of all primary and 30% of all secondary schools having extended hours to provide additional facilities, including more breakfast clubs
- refurbishing or rebuilding all our secondary school buildings including updating ICT facilities through Building Schools for the Future. This programme will include building a new secondary school and sixth form centre by 2011
- investing in primary schools and expanding those with under capacity through the primary schools capital programme
- increasing the percentage of 19 year olds qualified to Level 2 to 68.5% by 2009/10 (a Local Area Agreement commitment)
- increasing the number of schools achieving the National Healthy Schools status to 67 by 31 December 2009 (a Local Area Agreement commitment)

Improve Housing by:

- meeting the Decent Homes Standard. We have set up an ALMO to achieve this and the Audit Commission will be inspecting Homes for Haringey in May 2007
- continuing to provide a sustainable, long term rent deposit scheme through the accredited lettings scheme. The scheme allows eligible, low income tenants to access good quality private rented accommodation in Haringey, through the private sector rent deposit option
- developing a discretionary licensing scheme for Houses in Multiple Occupation for 2008, that will seek to control managed properties in the borough and will target rogue landlords and empty properties for enforcement action
- expanding choice based lettings

Increase opportunities for leisure by:

- increasing the proportion of adults taking part in sport and recreational activity. In our Local Area Agreement we have made a commitment to increase the participation rate, as measured by the national Active People survey to 26.9% by 2009/10
- protecting the future of Alexandra Palace
- developing a greater range of social activities within community settings
- raising the cultural profile of central Tottenham, using the campus of the Bernie Grant Centre and Tottenham Town Hall, Tottenham Green Leisure Centre, Marcus Garvey Library and the College of North East London. Hornsey Town Hall will become the cultural centre for Crouch End.

Maintain and extend our library services by:

- achieving a higher profile for cultural services within Haringey Council, by effectively integrating arts, libraries and learning services under the broad umbrella of Adult, Culture and Community Services
- enabling libraries to become community hubs; providing safe, accessible and attractive library buildings for all communities to use, expanding the range of services offered, developing Libraries Plus Plus Plus, with a variety of additional facilities
- ensuring that all of our stock is in good condition, well displayed and appropriate to the needs of the community
- offering users a broad range of modern ICT facilities and digital resources, to combat the Digital Divide and improve computer literacy within our communities
- extending library services to people who may not currently use them by further developing outreach services, for example to community buildings
- taking forward plans to develop major funding bids, including those to support the development of Bruce Castle Museum and the regeneration of the Markfield site.

For details on how we will achieve our priorities, and for measures and targets see Appendix 1 of this plan and the individual business plans on

Harinet.

The key plans and strategies for delivering our priorities

Plan/Strategy	Contact Officer
<p>The Children and Young People’s Plan 2006-09 - outlines the strategic priorities for improving services for children, young people and their families and carers in Haringey.</p>	<p>Patricia Walker Policy and Performance Manager- Children and Young People’s Service t: 020 8489 3850 patricia.walker@haringey.gov.uk</p>
<p>The Haringey Housing Strategy 2003-2008 - describes the actions we will take across all tenures to improve housing options and conditions for local people.</p>	<p>Denise Gandy Head of Strategy and Performance Urban Environment 020 8489 4237 denise.gandy@haringey.gov.uk</p>
<p>The Sports and Physical Activity Strategy – Sets out our approach to the delivery of sport and physical activity across the borough, through which participation levels will be increased year on year.</p>	<p>Paul Ely Policy & Development Manager Recreation Services Adult, Culture and Community Services 020 8489 5642 paul.ely@haringey.gov.uk</p>
<p>Haringey’s Well-being Strategic Framework (forthcoming) This overarching framework identifies the strategic priorities for improving well-being in Haringey is designed to enable people to live independently for as long as possible in their own homes through strengthening community based services.</p>	<p>Helena Pugh Interim Head of Policy Adult, Culture and Community Services 020 8489 2943 helena.pugh@haringey.gov.uk</p>

4. Promoting independent living while supporting adults and children when needed

What does this priority mean?

Our interventions will be targeted and well timed, optimising our limited resources to maximise independence and enable people to play fulfil their potential in society. Part of this priority includes making Haringey a place with a vibrant local economy. We will proactively tackle decline and attract growth sectors.

Link to Community Strategy

This priority links to the Community Strategy priority: *'Healthier people with a better quality of life'*.

Key achievements in 2006/07

- Children's Social Care has been rated 3 out of 4 in the recent Joint Area Review
- GCSE results for 'looked after' children improved again, up nine per cent on 2005
- The Supporting People Service helped more than a 9,000 vulnerable people to live independently in their own homes and was rated as a 'good' 2 star service in an independent inspection in October 2006
- 88% of occupational therapy equipment was issued within seven days
- 132 adults and older people, per 100,000 population received a direct payment, up from 89 in 2005/06.

Key actions for the next 3 years

Support vulnerable people to live independently with a better quality of life by:

- ensuring that assessments and reviews are person centred and shared with service users and carers
- reducing waiting times on assessments and care packages
- implementing rehabilitative strategies to reduce admissions to hospital
- continuing to deliver the Supporting People programme which includes £4 million re-commissioning of mental health services
- implementing the Day Services Strategy which will support more people into voluntary work and learning
- helping older people to live independently in their own homes
- ensuring that vulnerable people have access to a flexible range of housing and support options
- promoting the use of direct payments as widely as possible
- furthering access to employment through individualized budgets

- better supporting adults with mental health problems by implementing the recommendations of the Mental Health inspection
- increasing the choice and availability of community meals, including providing culturally appropriate meals
- providing support for unpaid carers, including preparing for when they are no longer able to care by increasing the number of high quality carers' breaks to 13,368 in 2007/08
- developing re-ablement services to expand access to homecare for all residents aged 18+
- supporting people in the move from temporary to permanent accommodation
- improving our performance information and, in the first instance, regaining our 2 star status for adult social services
- improving benefit take up rates to eradicate child poverty, through the implementation of the Income Maximisation Strategy
- reducing the average time taken to process new housing benefit and council tax benefit claims, to 27 days (almost England top quartile performance) by 2009/10.

Support all children- the Children and Young People's Plan 2006-09 sets out how we will protect and improve life chances for vulnerable children.

Key actions include:

- increasing the percentage of core assessments completed within timescales
- promoting better life chances for care leavers by increasing the proportion in education, employment or training to 78% by 2009/10
- increasing the number and quality of local placements and improving adoptions to 9.5% by 2009/10
- ensuring that children and young people with disabilities have a transition plan as they approach school leaving age
- introducing the Child Index
- developing joint commissioning with the Haringey Teaching Primary Care Trust.

Prevent Homelessness - building on our existing work, we will focus activity on:

- reducing the use of temporary accommodation in line with the Government's 2010 target
- maximizing the development of affordable housing through effective partnership working
- implementing the Allocations Policy ensuring equitable housing allocation

Continue to regenerate the borough and provide prosperity for all by:

- continuing the development of Haringey Heartlands, creating 1,200 new jobs and 1,200 new school places
- using the strategic location of Tottenham Hale to meet the demand

for high quality workspace and new homes.

- implementing employment programmes targeted at those in contact with Haringey Council, young people, incapacity benefit claimants and workers in low skilled employment
- increasing the number of people from priority neighbourhoods into sustained work to 120 (Local Area Agreement target)
- creating a further 110 jobs for lone parents and adult carers (Local Area Agreement target)
- helping 180 residents on incapacity benefit for 6 months or more into work (Local Area Agreement target)

For details on how we will achieve our priorities, and for measures and targets see Appendix 1 of this plan and the individual business plans on Harinet.

The key plans and strategies for delivering our priorities

Plan/Strategy	Contact Officer
<p>The Children and Young People’s Plan 2006-09 - outlines the strategic priorities for improving services for children, young people and their families and carers in Haringey.</p>	<p>Patricia Walker Policy and Performance Manager- Children and Young People’s Service 020 8489 3850 e: patricia.walker@haringey.gov.uk</p>
<p>Haringey’s Well-being Strategic Framework (forthcoming) This overarching framework identifies the strategic priorities for improving well-being in Haringey is designed to enable people to live independently for as long as possible in their own homes through strengthening community based services.</p>	<p>Helena Pugh Interim Head of Policy Adult, Culture and Community Services 020 8489 2943 E: helena.pugh@haringey.gov.uk</p>
<p>The Supporting People Strategy 2005 - 2010- sets out the aims and objectives of our Supporting People programme and this will support independent living</p>	<p>Mathew Pelling Supporting People Programme Manager: Adult, Culture and Community Services 020 8489 3340 E: mathew.pelling@haringey.gov.uk</p>
<p>The Day Services Strategy – aims to support people with different levels of needs, from those with complex needs through to those who are independent with skills and time to share with others.</p>	<p>Tom Brown Service Manager Older People, Adult, Culture and Community Services 020 8489 5922 E: tom.brown@haringey.gov.uk</p>
<p>The Employment and Skills Strategy – sets out objectives for all partners and providers in Haringey to tackle the high rates of economic inactivity. It provides a framework to build</p>	<p>Martin Tucker Regeneration Manager (Employment & Skills) Urban Environment</p>

Plan/Strategy	Contact Officer
strong links with employers both locally and across the region.	020 8489 2689 E: martin.tucker@haringey.gov.uk
Haringey Homelessness Strategy 2003-2008 Sets out Haringey's long term strategic approach to preventing and tackling homelessness.	Nigel Long Strategy and Partnerships Manager, Urban Environment 020 8489 E: nigel.long@haringey.gov.uk
Sexual Health Strategy - The Strategy and Action Plan present a framework in which services can deliver change and improvement in the sexual well-being of the people living in Haringey.	Bernard Lanigan Service Manager Physical Disabilities & Occupational Therapy Service: Adult, Culture and Community Services 020 8489 3771 E: bernard.lanigan@haringey.gov.uk
Haringey Guarantee – Is the Worklessness Statement, launched in April 2007 which sets out how partners and providers will tackle the high rates of economic inactivity in Haringey.	Martin Tucker Regeneration Manager (Employment & Skills) Urban Environment 020 8489 2689 E: martin.tucker@haringey.gov.uk
Income Maximisation Strategy - now in development. The strategy will take forward a number of recommendations to help improve benefit take-up rates and improve the provision of advice in the Borough.	Helena Pugh Interim Head of Policy Adult, Culture & Community Services 020 8489 2943 helena.pugh@haringey.gov.uk

5. Delivering excellent, customer focused, cost effective services

What does this priority mean?

Delivering excellent, customer focused value for money services, is essential both in itself and to promote trust in the Council and the borough. The engagement of the community promotes community cohesion and integration.

Link to Community Strategy

This priority links to the Community Strategy priorities: *'People and customer focused'*.

Key achievements in 2006/07

- The Council has achieved 3 stars, out of a possible 4, in the recent Audit Commission assessment, and is judged to be improving well. The Council also scored 3 out of 4 on all elements of the Use of Resources assessment, including providing value for money.
- Our annual residents' survey found that 64% of residents felt we were doing a good job. 66% of residents stated that the local council is making the area a better place to live and 80% said that the local area is a place where people from different backgrounds get on well.
- Neighbourhood Management officers continued to engage with residents, acting as brokers and enablers for council services. Area based working bringing together Housing, Environment and Safer Neighbourhood services, was piloted in three areas
- We carried out successful neighbourhood projects, such as the Youth Engagement on the Campsbourne Estate.
- We worked with our diverse communities, through a range of specific forums, including a new Haringey Somali Forum has been established, the first such forum in London.
- The 'Under One Sun' Community Project in Northumberland Park has been established, bringing together local women from a wide range of minority ethnic groups to cook meals and share cultures, creating greater community cohesion and support.
- We have developed the Haringey Compact *Working Better Together* which provides a framework agreement for Haringey's voluntary, community and public sector organisations to promote positive engagement and good working relations between and across the sectors.

- We have improved procurement of goods and services, introducing an innovative contract for the provision of temporary staff for the Council and reduced the number of invoices received from 48,000 to just 26.
- We have introduced electronic payment facilities by which we collected £3 million of income.

Key actions for the next 3 years

Consult and engage with our residents by:

- engaging at a local level through neighbourhood management and the Area Assemblies
- improving our customer services performance, ensuring 90% of calls to our Call Centre presented are answered
- co-ordinating consultation across the council and publishing an accessible calendar of forthcoming consultation both on our website and in Haringey People.

Improving residents' perceptions by

- promoting the Highways and Street Cleaning Services
- replacing the 'Did you Know' campaign with a 'Better Together' drive to reinforce partnerships with residents and businesses
- increasing the number of pages per issue of Haringey People to accommodate more 'Focus On...' issues
- developing specific actions to address findings of the Residents and Tracker Survey

Supporting Councillors by

- delivering the 2007/08 Member Learning and Development Programme and strategy
- seeking accreditation through the Member Learning & Development – London Councils Charter Status for our Member & Development Programme.
- supporting members to effectively carry out their community leadership role across the organisation.

Maintain community cohesion and celebrate the diversity of the borough by:

- working through Neighbourhood Management to engage with new communities. Following our successful access to services event for the Polish community, extending this approach to other communities
- promoting community cohesion through Area Assemblies with initiatives such as 'meet the neighbours', now focusing on young people and older people.
- rolling out across the borough the 'Off the Street, Less Heat' youth

project

- continuing our three year programme for the Summer University, a major partnership project between the Youth Service, Neighbourhoods, Safer Communities, Recreation and Connexions
- organising a programme of equalities events to commemorate; the bicentenary of the law to abolish slavery, Holocaust Memorial Day, lesbian gay bisexual and transgender history month, International Women's Day, Peace Week, Black History Month, International Day of Disabled Persons.
- setting up a Muslim Women's forum in partnership with a local mosque, to provide the opportunity for women to participate in a programme of events, to engage women in civic activities and provide further opportunities for them to fully participate in society.

Embed the improved arrangements for securing value for money Council-wide by:

- carrying out efficiency reviews in areas where there are concerns about cost, performance and residents' perception
- reducing sickness absence of our staff to 8.8 days per full-time employee
- implementing a web-based Contract Management System that will enable e-tendering with suppliers and centralized retention of contract documentation.

Strengthen our Corporate Programme – Proposals are currently being considered to revise our Corporate Programme. This revised framework will be key for achieving excellence in service delivery and improving value for money. It will be aimed at improving:

- organisational effectiveness - through projects such as external and internal shared services, which will ensure that Haringey is well placed to be involved in the national shared services agenda.
- customer focus – through projects such as area based working, continuing the application of the customer services 80/80 vision and street presence rationalisation
- people and processes - through projects such as flexible working and accommodation and transactional process efficiency.

Better Haringey remains a key area in the Programme and will deliver projects around the natural environment, environmental resource efficiency and sustainable transportation. The regeneration programme will deliver major projects such as Haringey Heartlands, Building Schools for the Future and the Tottenham Hale Urban Centre.

Support and develop our staff and managers by:

- building leadership and people management capacity by embedding new leadership and management behaviours; providing employment frameworks that encourage people and teams to deliver excellent services
- building workforce capacity by attracting, retaining, and developing talent in the Council
- embedding the revised performance appraisal system and the new competency framework
- ensuring that there is effective communication and engagement with the workforce around the Council's vision and priorities
- retaining our status as an Investors in People organisation in the 2007 reassessment.

Maximize resources, both capital and revenue, available to the council including cash flow and debt management by:

- increasing the collection rate of council tax to 94.4% by 2009/10, rent collection to 97.5% by 2007/08 and decreasing the proportion of tenants with more than seven weeks arrears 10% by 2007/8.

Make best use of our property by:

- implementing the Corporate Asset Strategy
- increasing the percentage of buildings accessible to disabled people to 50% by 2009/10.

For details on how we will achieve our priorities, and for measures and targets see Appendix 1 of this plan and the individual business plans on Harinet.

The key plans and strategies for delivering our priorities

Plan/Strategy	Contact Officer
Equalities Scheme 2007 -2010 - sets out how the Council will work to eliminate discrimination and promote equality within its duties under all the anti-discrimination legislation.	Inno Amadi Principal Equalities Officer Policy, Performance, Partnerships and Communication 020 8489 2580 inno.amadi@haringey.gov.uk
Member Learning and Development Strategy and Policy Statement – to ensure that members are empowered to provide effective and accountable political leadership.	Yuniea Semambo Head of Member Services People and Organisational Development 020 8489 2623 Yuniea.semambo@haringey.gov.uk
Customer Charter – Outlines the behaviour and standards of council employees that customers can expect in the provision of services.	Robert Smith Project Officer, Customer Services: Corporate Resources 020 8489 2066

Plan/Strategy	Contact Officer
	Robert.smith@haringey.gov.uk
<p>Consultation Strategy - The Strategy applies across the whole Council and enables effective, co-ordinated consultation to be undertaken.</p>	<p>Janette Wallace Gedge Consultation Manager Policy, Performance, Partnerships and Communication 020 8489 2914 Janette.gedge@haringey.gov.uk</p>
<p>Corporate Asset Management Plan 2006-2011 The purpose of this is to ensure that property assets support service priorities and corporate objectives.</p>	<p>Dinesh Kotecha Head of Property Services Corporate Resources 020 8489 2101 Dinesh.kotecha@haringey.gov.uk</p>
<p>People Management Strategy – to ensure that we achieve success through our people.</p>	<p>Philippa Morris Head of Corporate OD People and Organisational Development 020 8489 1088 Philippa.morris@haringey.gov.uk</p>

6. Our Decision Making Arrangements

The Council has 57 Councillors, three for each of the 19 wards in the borough, who are elected for four year terms by voters in their ward. Councillors set the policies and priorities for the council. They also represent the residents of their ward.

The Council has a Cabinet that makes the decisions about what the Council does. The Cabinet is chosen by the majority elected party and ratified at the annual full Council meeting. The Forward Plan lists all decisions that the Cabinet and its decision making sub-bodies will be taking. It is published monthly and covers a four month period.

The Council's constitution sets out how we operate, how decisions are made and the procedures we follow to ensure that these are efficient, transparent and accountable to local people. Some of these processes are required by law while others have been agreed locally.

In Haringey the scrutiny function is independent of the Cabinet. There is an Overview and Scrutiny Committee, consisting of seven nominated non-Cabinet councillors and seven co-optees. Non-Cabinet members must reflect the political balance of the full Council.

The Overview and Scrutiny Committee establishes Task and Finish Scrutiny

Review Panels to look at specific topics or issues. The Committee scrutinises performance and budget proposals as well as and contributes to policy development.

Day to day decisions are taken on behalf of the Cabinet by council officers, operating within a policy framework and within a budget that is set by the Council.

7. Engaging with our communities and partners

7.1 Haringey's Strategic Partnership

The Council holds a unique position in the borough through its democratic mandate. This allows us to work with our partners in the Haringey Strategic Partnership (HSP) to deliver seamless services to our residents.

Chaired by the Leader of the council, the HSP is the forum for agreeing the strategic priorities for the borough and ensuring that all partners deliver our shared priorities for the benefit of all our residents.

7.2 The new Haringey Community Strategy – *A Sustainable Way Forward*

2007-2016, became effective in April 2007. It articulates how partner agencies will work together to make Haringey a safe, vibrant place people are proud of but also take responsibility for. Elected Members have a leading role in shaping Haringey the place. The Haringey Community Strategy (HCS) was developed following extensive consultation - the *Have your say Haringey – Shape the Future* campaign.

The Haringey Community Strategy sets out a long term vision for the borough together with clear outcomes:

“A place for diverse communities that we can all be proud of”

- People at the heart of change
- An environmentally sustainable future
- Economic vitality and prosperity shared by all
- Safer for all
- Healthier people with a better quality of life
- People and customer focused

7.3 The Local Area Agreement

Alongside the development of the Haringey Community Strategy, we have developed, with partners, a Local Area Agreement (LAA) which took effect from April 2007.

The LAA is a three year agreement between Central Government and the Local Strategic Partnership that sets agreed shared outcomes for the local area. Achievement of these outcomes will be rewarded by central government funding.

Haringey's LAA has five overarching themes:

- Building on success- a targeted approach to areas and communities to accelerate progress
- Increasing Employment and Creating Prosperity
- Positive Choices for Young People (14-24)
- Active listening and increasing Community
- Improving Health and Well-being

The Council is the lead agency for delivering some of the agreed targets and these are highlighted in this Council Plan. The agreement contains 13 performance targets where the Council has agreed to achieve substantial improvement by setting stretch targets over and beyond what would normally be achievable.

	Blocks	Lead Partner(s)
1	Number of schools achieving "healthy school" status	Children and Young People's Service HTPCT
2	% of 19 yr olds with level 2 qualifications	Children and Young People's Service Connexions CoNEL LSC
3	Reduce the proportion of young people aged 16 to 18 not in education, employment or training (NEET)-	Connexions
4	Reduce Personal Robbery	Police
5	Reduce the number of violent crimes across Haringey's communities with specific reference to reducing the number of repeat victims of domestic violence	Haringey Council Police
6	Reduce of litter & detritus in super output areas	Urban Environment Services
7	Increase in the number of green flag award parks and green space and public satisfaction	Adult, Culture and Community Services
8	Increase recycling participation within super output areas	Urban Environment
9	Smoking cessation: Increase the number of quitters living in N17	HTPCT
10	Increase the proportion of adults undertaking at least 30 minutes of moderate intensity physical activity on 3 or more days per week.	HTPCT/ Adult, Culture and Community Services
11	Improve living conditions for vulnerable people	Urban Environment Adult, Culture and Community Services Fire Services
12	Increase the number of people from the 12 'worst wards' helped into sustained work.	Economic Regeneration

	Blocks	Lead Partner(s)
13	Increase the number of people on Incapacity Benefits more than 6 months into sustainable employment.	Economic Regeneration

8. Valuing our staff

The Council will only ever be as successful as the people who lead it and work for it. Our leaders need to inspire, manage and develop our people to deliver their best.

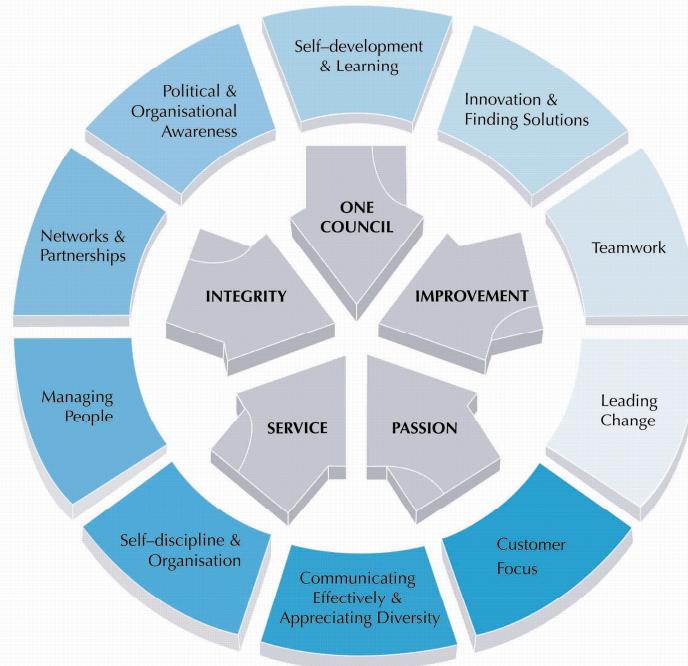
We need to work together for the good of our diverse communities, confident and building on our achievements, whilst ensuring that basic services are delivered efficiently, effectively and meet or exceed customer expectations.

The council has long recognised the importance of organisational culture and people's behaviour as a major determinant of our ability to meet our aims and aspirations. In January 2006 the Council agreed the following statements as the 'Haringey Way of Working' – our values:

- **Sevice** - we work for the good of all our diverse communities
- **Integrity** - we keep our promises
- **Improvement** - we strive for excellence
- **Passion** - we are passionate about our work and proud of what we do
- **One Council** – we deliver by working together

Our values have shaped the competencies (behaviours) that sit of the heart of our people and performance management frameworks. They will help to ensure that our values live at every level and in every corner of the organisation.

Competency Framework Overview



We will continue to use People Planning to develop the organisation and build the confidence, capability and capacity of the Haringey workforce. The plans will help us to ensure that we have:

‘The right people with the right skills in the right jobs at the right time, to deliver highly performing, efficient and effective services to our communities, without compromising their work-life balance’.

Our People Plans form a key part of every business unit’s business plan and identify actions to develop, re-skill, skill-up, recruit, retain and re-task people to meet the objectives of their Business units. The key People Planning headings for 2007-10 are:

- **Sustainable Workforce:** to ensure sustainability of the workforce through targeted recruitment and retention programme.
- **Shared Vision & Values:** to ensure that staff know and understand the common goals, beliefs and purpose of the organisation and of the service.
- **Skills & Knowledge:** to continually develop people’s professional and non-professional skills and knowledge and provide support through periods of change.
- **Style of Management:** to increase the capacity of managers at all levels to deliver quality services through use of performance management framework and tools.

- **Developing the Service:** to achieve excellence through job redesign, equality and diversity in service delivery, and flexible working. Our achievement of corporate Investors in People status is testimony to the strength of our organisational and workforce activities.

We will develop and refine our people management strategies to support council goals and priorities. We will support this with solid human resource matrices and a clear understanding of benefits, costs and the return we expect from our investment in people.

9. Financial Management

9.1 The Council's Financial Strategy

The Council prepares a three-year budget which is updated annually, this is the *Medium Term Financial Strategy*. This approach helps us to anticipate opportunities, commitments and risks identified during business planning as well as allowing us to move resources to address our priorities. The Medium Term Financial Strategy is integral to the Council's business planning process. It supports the Council Plan so that the Council can be clear about what it aims to achieve and how it will allocate its financial resources. Bringing together services and financial planning in this way is crucial for the Council and will help to keep a focus on priorities in the future.

9.2 Key Principles of the Strategy

The key principles of the strategy are set out below and underpin the financial planning for the medium term.

Value for money – the Council is committed to providing value for money for all of its services. An integral part of business plans and a key measure of the success of a service is whether it can demonstrate that it is delivering value for money against measures of cost, performance and perception.

Investment in key priorities – through the business planning process resources are allocated to key Council priorities in order to deliver and maintain sustained improvements to services. In 2006/07 a number of key investments were made, totalling £18 million in particular for Better Haringey and the cleaner, greener and safer improvements. New investments on key priorities of £2 million has also been agreed.

Efficiency savings – continuous review and improvement of services to achieve year-on-year efficiency savings so that resources can be directed to front line priorities. Building on previous savings, we have identified a further £19 million to be delivered over the next four years as a result of the annual business planning process and challenge to existing working practices and delivery mechanisms.

External funding and partnerships – maximising external funding and partnership

working to deliver increased and improved services with the minimum impact on council tax levels, in particular delivering sustainable regeneration investment to increase local economic activity.

Council tax levels – increases in council tax will be kept as low as possible, but sufficient to deliver sustained investment in key services. The increase in 2007/08 is 3.0% and further 3% increases are assumed in each of the next three years.

Balances and reserves – a prudent level of balances and reserves will be maintained in accordance with the Council's approved reserves policy. The approach is defined by the Council's statement of internal control and covers areas such as risk management strategy, achieving value for money and financial and performance management. The target level for the general fund general reserve is £10 million and this is achieved within the existing plans.

Capital – in accordance with the existing allocation policy all resources are considered corporately, other than those specifically ring-fenced for the education and housing revenue accounts. Investment opportunities need to demonstrate clear links and benefits against corporate priorities, meet requirements of asset management plans and consider any revenue implications, all as part of the business planning process.

Balance sheet – the achievement of a strong balance sheet including reductions in debt, sufficient provisions for bad debts, improved cash flow and positive management of treasury opportunities.

The Council's financial planning, though currently operating from a position of strength, faces risks from external factors and policy changes. Some of these may include:

- maintaining and improving the Council's rating in the Comprehensive Performance Assessment, and against the Use of Resources and Value for Money assessments.
- changes to the local authority grant settlement for 2006/07 resulting in the ring fenced dedicated schools grant (DSG), an alternative grant system to replace the formula spending shares by service (FSS), three year settlements for local authorities linked to government spending review periods next three year results to be announced in 2007, use of population projections and reduced weighting for deprivation.
- challenges to the delivery of capital resources for delivering 'decent homes' with a £228 million bid and the Building Schools for the Future programme of £194 million.
- long term management of the pension fund with results of the next valuation known in early 2008.
- autumn 2007 government's response to the Lyons Report, though capping powers will probably remain.
- homelessness is a key risk with the continued high numbers of clients

- and uncertainty associated with the subsidy regime
- the reduction in the Supporting People allocation of £1.1 million for 2007/08, although planned for will have an impact on the level of services that can be commissioned

The management of risk is a key part of the Council's business and budget planning processes and is fully reflected in service budget plans.

The Council's financial reserves remain strong, continuing to attract a good score within the CPA process. This financial strength plays a vital part in enabling the Council to respond vigorously to the strategic and performance agendas whilst managing the financial risks inherent in the operation of a large and complex organisation. The budget management information for 2006/07 indicates no significant overspending for the year and this is to be welcomed.

Financial plans 2007/08 to 2010/11

The financial plans, budget and council tax level were approved at the Council in February 2007.

The overall four year position is balanced with assumed council tax increases of 3.0% each year, but with £5 million of savings to be identified from years two and three. The latter is included in the planned efficiency savings line in the below table.

9.3 Summary financial information

This information is contained in the following tables.

	2007/08	2008/09	2009/10	2010/11
	£'000	£'000	£'000	£'000
General fund budget requirement				
Gross budget brought forward	366,511	384,602	397,311	409,500
Inflation	8,000	8,420	8,840	9,260
Other changes and variations approved	8,675	10,767	(5,053)	1,898
Function changes arising from 2007/08 settlement	106	0	0	0
Planned efficiency savings *	(7,879)	(9,837)	(3,847)	(2,745)
Planned investments	(3,068)	593	0	40
Passing to schools increase in dedicated schools grant	12,234	6,273	6,524	6,785
Addition to/(planned use of) balances	23	(3,507)	5,725	(2,645)
Gross Council budget requirement	384,602	397,311	409,500	422,093
Less dedicated schools grant (specific grant)	(156,829)	(163,102)	(169,626)	(176,411)
Net Council budget requirement	227,773	234,209	239,874	245,682
Funding				
Council tax (see below)	95,265	98,123	101,066	104,099
Government support - formula grant and NNDR	132,508	136,086	138,808	141,583
	227,773	234,209	239,874	245,682
<i>* planned efficiency savings as % of net budget requirement</i>	3.5%	4.2%	1.6%	1.1%
Council tax	£	£	£	£
Council tax (LBH)	1,127.83	1,161.66	1,196.51	1,232.41
Council tax base (after provision for non-recovery)	84,468	84,468	84,468	84,468
Precept	95,265,544	98,123,097	101,066,807	104,099,208
Rate of council tax increase (Haringey element)	3.0%	3.0%	3.0%	3.0%
GLA rate of council tax increase	5.3%	5.0%	5.0%	5.0%
Combined council tax increase	3.5%	3.4%	3.4%	3.4%
£ per week increase (Haringey element)	£0.63	£0.65	£0.67	£0.69
Estimated reserves (at 31 March)				
General fund general balance	9,713	6,848	12,573	9,928
Housing revenue account general balance	3,433	4,527	5,013	5,026
Earmarked reserves (incl. schools, PFI, insurance)	47,242	44,879	43,943	43,007
	60,388	56,254	61,529	57,961

The four year capital programme totals over £500 million of investment and is summarised in the table below.

Approved Capital Programme	Proposed Budget 2007/08 £'000	Indicative Budget 2008/09 £'000	Indicative Budget 2009/10 £'000	Indicative Budget 2010/11 £'000	Total £'000
Expenditure by Department					
Urban Environment	17,037	10,181	9,641	8,844	45,703
Adults, Culture & Community Services	3,003	1,820	1,470	1,542	7,835
Corporate Resources	5,857	6,170	2,000	1,000	15,027
Children & Young People	52,909	62,260	59,060	31,539	205,768
Sub totals	78,806	80,431	72,171	42,925	274,333
Homes for Haringey	19,278	61,422	77,336	74,828	232,864
Total Expenditure	98,084	141,853	149,507	117,753	507,197
Funded by:					
Capital grants from central government departments	41,090	57,135	49,760	26,539	174,524
Grants and contribution from private developers & leaseholders	249	0	0	0	249
Grants & contributions from non-departmental public bodies	0	442	400	0	842
Capital grants from the National Lottery	290	300	207	0	797
Capital funding from GLA bodies	4,215	6,000	6,000	6,000	22,215
Use of capital receipts	10,216	8,432	5,499	3,981	28,128
Capital expenditure financed from the HRA	1,054	0	0	0	1,054
Capital expenditure financed by the Major Repairs Reserve	11,991	12,133	12,366	12,644	49,134
Capital expenditure financed the general fund revenue account	4,721	2,806	814	822	9,163
Central government borrowing approvals	23,666	54,605	74,461	67,375	220,107
Other borrowing & credit arrangements	592	0	0	392	984
Total Capital Financing	98,084	141,853	149,507	117,753	507,197

The above assumes a significant increase in investment in two main service areas:

- the Building Schools for the Future (BSF) programme under the Children and Young People Service of approximately £194 million for the provision of a new Sixth Form Centre, a new secondary school and further investment in our existing secondary schools. This is made up of £179m of central government resources, £10 million from the Learning Skills Council contributing towards the cost of the new Sixth Form Centre form centre and revenue contributions from the DSG; and,
- the Decent Homes programme under Homes for Haringey for which a bid of £228m has been made to bring the Council's stock up to standard by 2010. This will be financed by supported borrowing. The supported borrowing in revenue impact terms will be in the housing revenue account. The costs of borrowing will be met by actual government support and this will be kept under close review.

The capital investment plans are considered as part of the treasury management strategy and the following statement shows how the supported borrowing impacts on the Council's net debt position over the next four years.

Treasury management summary statement 2007/08 to 2010/11	2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000
Estimated investments as at 1 April	60,000	30,000	30,000	30,000
Estimated debt as at 1 April	(640,162)	(635,291)	(677,526)	(741,945)
Estimated net debt as at 1 April	(580,162)	(605,291)	(647,526)	(711,945)
Deduct:				
Capital payments - general	(78,806)	(80,431)	(72,171)	(42,925)
Capital payments - HRA	(19,278)	(61,422)	(77,336)	(74,828)
Add:				
Capital receipts	10,216	8,432	5,499	3,981
Capital grants	63,610	78,816	69,547	46,005
Revenue provisions for capital and credit liabilities	16,137	12,370	10,042	10,020
In-year net debt movement	(8,121)	(42,235)	(64,419)	(57,747)
Estimated investments as at 31 March	30,000	30,000	30,000	30,000
Estimated debt as at 31 March	(635,291)	(677,526)	(741,945)	(799,692)
Estimated net debt as at 31 March	(605,291)	(647,526)	(711,945)	(769,692)

This also impacts on the Council's projected balance sheet position which is set out in the following table. As the Council makes significant capital investment over this period the additional (supported) borrowing to finance this capital is balanced by increases in the asset base.

A further issue to note is the assumption that the Council continues to improve the way that it manages income recovery and consequently this is reflected in further reductions in our total position on debtors.

Estimated balance sheet 2007/08 to 2010/11	2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000
Housing Revenue Account	1,093,354	1,154,776	1,232,112	1,306,940
Land and buildings	367,702	429,962	489,022	520,561
Other assets	178,172	173,022	167,872	162,722
Fixed and Long Term Assets	1,639,228	1,757,760	1,889,006	1,990,223
Debtors	85,850	79,411	73,455	67,946
Investments	60,000	30,000	30,000	30,000
Cash and bank	(7,329)	(7,329)	(7,329)	(7,329)
Other current assets and liabilities	(75,493)	(75,493)	(75,493)	(75,493)
Net Current Assets	63,028	26,589	20,633	15,124
Long-term borrowing	(640,162)	(635,291)	(677,526)	(741,945)
Provisions	(8,537)	(8,537)	(8,537)	(8,537)
Other long-term liabilities	(481,069)	(535,204)	(581,964)	(605,503)
Long-term Liabilities	(1,129,768)	(1,179,032)	(1,268,027)	(1,355,985)
Total Assets less Liabilities	572,488	605,318	641,613	649,363
General Fund	9,713	6,206	11,931	9,286
Housing Revenue Account	3,433	3,433	3,433	3,433
Earmarked Reserves	47,242	42,242	37,242	32,242
Pension Reserve	(331,604)	(331,604)	(331,604)	(331,604)
Usable capital receipts	5,339	5,339	5,339	5,339
Reserves	(265,877)	(274,384)	(273,659)	(281,304)
Other equities	838,365	879,702	915,272	930,667
Total Equities	572,488	605,318	641,613	649,363

The following statement is the Council's budgeted cash flow position for the next four years. It summarises the estimated inflows and outflows of cash arising from transactions with third parties in line with the Council's revenue and capital plans as well as the projected treasury management position.

Estimated cash flow statement 2007/08 to 2010/11	2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000
<u>Revenue Activities</u>				
Payments				
Cash paid to and on behalf of employees	295,176	295,176	295,176	295,176
Other operating costs	209,934	222,643	234,832	247,425
Housing Benefit paid out	228,578	228,578	228,578	228,578
Subtotal	733,688	746,397	758,586	771,179
Precepts paid	25,668	25,668	25,668	25,668
Non-domestic rates paid to National Pool	49,398	49,398	49,398	49,398
Total payments	808,754	821,463	833,652	846,245
Receipts				
Rents (after rebates)	(15,169)	(15,169)	(15,169)	(15,169)
Local Tax income	(95,265)	(98,123)	(101,066)	(104,099)
Government support - formula grant and NNDR	(132,508)	(136,086)	(138,808)	(141,583)
Dedicated schools grant	(156,829)	(163,102)	(169,626)	(176,411)
Other government grants	(346,484)	(346,484)	(346,484)	(346,484)
Fees and charges	(110,643)	(110,643)	(110,643)	(110,643)
Total receipts	(856,898)	(869,607)	(881,796)	(894,389)
Net Cash Inflow from Revenue Activities	(48,144)	(48,144)	(48,144)	(48,144)
Servicing of Finance				
Payments - interest paid	51,380	51,380	51,380	51,380
Receipts - interest received	(3,236)	(3,236)	(3,236)	(3,236)
Net Cash Outflow from Servicing of Finance	48,144	48,144	48,144	48,144

Estimated cash flow statement 2007/08 to 2010/11	2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000
Capital payments	98,084	141,853	149,507	117,753
Total payments	98,084	141,853	149,507	117,753
Receipts				
Sale of fixed assets	(10,216)	(8,432)	(5,499)	(3,981)
Capital grants received	(63,610)	(78,816)	(69,547)	(46,005)
Provisions for capital and credit liabilities	(16,137)	(12,370)	(10,042)	(10,020)
Total receipts	(89,963)	(99,618)	(85,088)	(60,006)
Net Cash Outflow from Capital Activities	8,121	42,235	64,419	57,747
Net Cash Inflow before Financing	8,121	42,235	64,419	57,747
Financing				
Receipts				
New loans to be raised	(8,121)	(42,235)	(64,419)	(57,747)
Net Cash Outflow from Financing	(8,121)	(42,235)	(64,419)	(57,747)
Increase/(Decrease) in Cash and Cash Equivalents	0	0	0	0

9.4 **Government's Code of Practice on workforce matters** in local authority service contracts

In letting contracts the Council adheres to the Government's Code of Practice on Workforce Matters in local authority service contracts. Our Corporate Procurement Strategy recognises that the employment practices of our partners are relevant to the purposes of achieving best value. We seek to ensure, through the procurement process, that practices are governed by the principles of negotiation and continuous service improvement by:

- Ensuring that relevant information on bidders' employment practices is required in the Invitation to Tender
- Incorporating the contractor's ability to recruit and retain staff into the quality assessment criteria
- Meeting the government guidelines in respect of a two tier workforce
- Requiring that all potential employers consider applying for Admitted Body Status to the local government pension scheme
- Requiring that all potential employers consider recognising those trade unions currently representing staff
- Ensuring that all TUPE regulations are applied.

10. Performance Management and Business Planning

The Council is organised into 24 business units each of which has a business plan that sets out how services are delivered and at what cost. The business plans contain all the measures on which the performance of the business units is judged.

The business plans set out how each business unit contributes to the Council's priorities and for the basis of work plans for our staff. People Plans accompany the business plans. These ensure that each unit has the required skills to deliver the business.

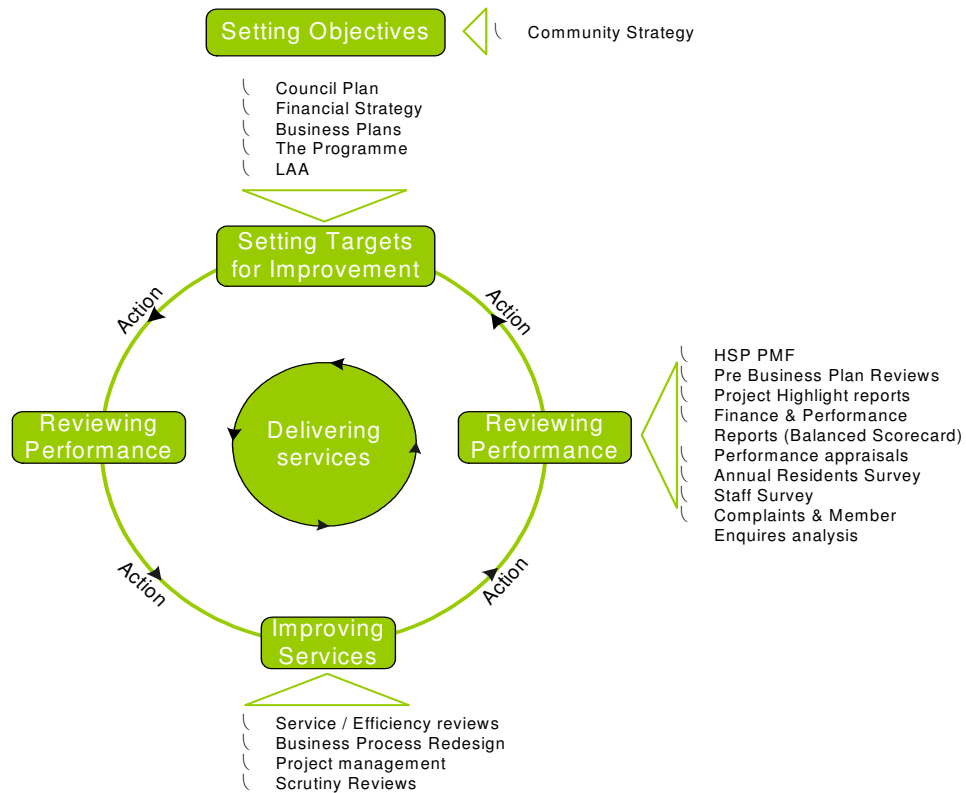
Progress against the business plans is reviewed mid year through the Pre-business Plan Review (PBPR) process. The review is reported to Scrutiny and Executive members and feeds into budget planning, ensuring that resources are directed to priorities. Business plans are also reviewed at year end. At this stage, targets are set for three years in line with top quartile performance, where this is realistic.

We report to the Council's Management Board and the Cabinet monthly on performance against a basket of key indicators. These reports contain headline resource information arising from budget monitoring as well as key performance information.

Since April 2006 a balanced scorecard has been used for monitoring performance corporately. This is based on monitoring around one hundred and fifty indicators in four dimensions; customer focus, financial health, service excellence and organisational development.

Monthly and year to date performance are each awarded a traffic light year to show progress towards the target set for the year. In addition trend arrows show progress since the last financial year, so that on-going improvement can also be monitored. The traffic lights and arrows enable the Management Board and Executive to assess current performance and to track progress throughout the year against targets.

The diagram below shows our approach to performance management and how all the component parts fit together.



10.1 How we will review this plan

We will use existing mechanisms to monitor the progress of the Council Plan. It will be reviewed as part of the pre-business planning process at mid year and at year end as part of the business planning and target setting process.

Although this is a three year plan it will be updated annually as our priorities evolve and performance changes.

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Report Title: **Achieving excellence**

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

Report of: **Chief Executive**

Wards(s) affected: **All**

Report for: **Key decision**

1. Purpose

This paper is written to achieve several outcomes:

- 1.1 How the Council will develop a corporate programme to deliver a number of projects to support the delivery of the Council Plan.
- 1.2 To propose revised programme management arrangements for our stream boards
- 1.3 To outline a range of internal and external programmes as a means of achieving excellence in service delivery.
- 1.4 To set out a number of recommendations to take the achieving excellence strategy forward.

2. Introduction by the Leader of the Council

- 2.1 As Leader of the Council I am determined that this council provides excellent service for residents.
- 2.2 I ask members to endorse the report which will enable Haringey to further complete the goals of achieving excellent service for the Borough.
- 2.3 Accordingly, Members are asked to agree the recommendations below which will enable members and others to implement and, more importantly, achieve the Excellence Strategy.
- 2.4 Our Goal is to provide Value for Money, efficient services and the structure laid out in the report will enable members to achieve this.

3. Recommendations

- 3.1 To agree the approach set out in this report: to achieve excellence in service delivery
- 3.2 That a strategic framework of pretended suppliers is created to be used on a call off basis to provide expertise to support project delivery
- 3.3 That the timescales for the next steps set out in paragraph 14.4. are noted
- 3.4 That this report is the first of a series of reports to members as business cases are developed for agreed projects within the programme

Report Authorised by: **Chief Executive**

Contact Officer: **Ita O'Donovan Chief Executive**

4. Director of Finance Comments

- 4.1 This is a key strategic programme for achieving excellent services and improving value for money. The Council's financial plans are underpinned by £19m of identified savings proposals over the next four years. In addition there is a further target of £5m where proposals have not yet been identified and this programme will be key to the delivery of that as well as some of the identified savings. The forward financial plans are based on a council tax level of 3%. The assumptions of formula grant from central government, and therefore our financial plans, will need to be revised once the comprehensive spending review 2007 is published.

5. Head of Legal Services Comments

- 5.1 There are no specific legal implications at this stage. Any future progress reports will have to take into account the provisions of the Local Government and Public Involvement in Health Act as it comes into force.

6. Local Government (Access to Information) Act 1985

- 6.1 [List background documents]
- 6.2 [Also list reasons for exemption or confidentiality (if applicable)]

7 Strategic Implications

- 7.1 The Council has continued to make strong progress through the early stages of the new administration. This is evidenced by the good result in our corporate

assessment, continued improvement in measured performance, positive perception surveys, and our shortlisting for Most Improved Council.

- 7.2 Key to these improvements has been our ability to prioritise and deliver corporate change programmes resulting in greater focus on meeting the needs of our customers, together with improved value for money providing the necessary resources for investment.
- 7.3 The Achieving Excellence programme will bring greater focus to ensuring that the key community and corporate projects become a licence for change within the council and the community we serve. It will enable the council to respond to the challenges the organisation faces in achieving its vision to be 'A council we are all proud of'.

Whilst the day to day work of delivering council services on the ground needs to continue and incrementally improve, the ability of the council to deliver its five key aspirational priorities set out below requires a significant step change in how a number of these services should be delivered in the future .

The Council's Priorities

- Making Haringey one of London's greenest boroughs
- Creating a Better Haringey : cleaner , greener and safer
- Encouraging lifetime well being at home , work , play and learning
- Promoting Independent living while supporting adults and children when needed
- Delivering excellent customer focussed cost effective services

- 7.4 It is important that this paper is viewed in the context of the following conclusions and recommendations.

1) The Corporate Assessment . The Audit Commission report identified that the Council is performing well , but also identified there was scope to further improve how the council works with others, the need for overarching strategies for both regeneration and improving the health of the locality, and to make better use of the investments in customer services and ICT to date .

2) The Medium-Term Financial Strategy. This report considered by Council at its meeting on 5th February 2007 stated that we will be required to make further savings, specifically reductions in revenue spend of £3m in 2008/9 and £2m in 2009/10.

3) Local Government White Paper. The proposed the Local Government and Public Involvement Bill will have a substantial impact on the way the council will operate in the future.

4) The Council Plan. This document sets out how the Council will deliver high quality value for money services which meet the needs of its residents .

5) The Community Strategy. This document sets out how the Council will work in partnership to improve, extend and sustain the opportunities and quality of life for those who live, work or come to Haringey.

8 Financial Implications

- 8.1 The Council has identified a requirement to achieve savings of £5m to meet the manifesto commitment of 3% council tax increases.
- 8.2 The Council has the capacity to take forward these revised arrangements. There will, however, be a need to finance a new role of Programme Director and there may be some requirement to back-fill for individuals who are seconded to project delivery roles. There will also be a requirement to fund the cost of using external partners to help deliver some of the projects. An overall sum of £2m over two years has been set aside within our financial plans to progress the programme. Detailed proposals for the financing and managing of the programme will be produced as the programme and projects are scoped and agreed.

9 Legal Implications

- 9.1 There are no specific legal implications at this stage.

10 Equalities Implications

- 10.1 Equalities principles will underpin and drive the corporate change programme.

11 Consultation

- 11.1 There has been no external consultation on this report at this stage. The achieving excellence programme will be a key mechanism whereby the Council will give effect to the priorities, outcomes and benefit realisation identified with partners within the new Community Strategy.
- 11.2 Principles of collaboration and partnership will particularly underpin the aspects of the programme concerned with shared services and commissioning strategy.

12 Background

- 12.1 The strategic rationale for renewed programme management arrangements is set out in paragraph 7. The Achieving Excellence Programme will set out how we are to respond to these particular challenges. The programme specific aims will be to :
- Bring together the challenges into one programme thereby consolidating the achievement of 'excellence' and providing clear leadership on meeting these challenges
 - Strengthen the Programme Management function to deliver a major change agenda

- Identify and prioritise projects within the overall programme
- Allow us to focus on the priority outcomes by making use of scarce resources
- Enable us to consistently focus on realising the benefits from each project.

12.2 The method to be adopted is explained in section 13 and appendix one outlines the project mini-briefs. This paper makes it clear that further preparatory work is needed to take these ideas forward and regular progress reports to members would be an integral part of the process.

13 Project Methodology

13.1 Our drive towards excellence and value for money should underpin all aspects of the Council's activities and this needs to be reflected in our business planning process and 'business as usual' across the organisation. There are however a number of projects which cover all the Council's activities or which are sufficiently significant to be included within a corporate programme. An initial view and brief description of **potential projects** for a renewed programme for service excellence is set out in appendix 1. Whilst all projects will seek to improve cost, performance and perception, the main driver for each project is set out in the mini-briefs. Please be aware that each of these briefs will be subject to the methodology outlined in the next paragraph. Whilst each project must seek to achieve at least one of the themes of value for money, improved effectiveness or improved customer perception must also contribute to the delivery of the Community Strategy and the Council priorities set out in the Council Plan.

13.2 The **methodology** for all projects will be to assess the current scope of the internal function, for cost, shape, rationale, customer needs, performance and social benefits. This will establish a baseline to enable comparison against best practice and improvement to be measured. Proposals for changes and improvement will be measured against the baseline. An essential component of all changes will be a strong customer focus in terms of need, choice and quality. The programme will commence by drawing strongly on internal personnel for the process examination and evaluation supplemented by expert support from a partner to help strengthen the programme management function through improved governance and to develop the framework, to develop project briefs and business cases. The intention is to develop further the skills and capacity of our staff by engaging them in scoping and realising the benefits across a range of projects. External expertise would be expected to transfer their skills to in-house project teams.

13.3 To achieve this, projects need to be set within a **programme structure** to provide programme coherence and clarity to stakeholders, and enable effective programme governance. The following three groupings would be incorporated into a new programme structure (see table one). These in turn would be subdivided to make clear which might require external resource and expertise and those that would be dealt with internally (see table two below). External

resource requirement to be used where it is believed greater expertise and knowledge is required to take improvement forward.

Table One: Potential Projects to achieve excellence

Organisational effectiveness	
Potential Projects	Primary aim: Excellence in
• external shared services →	quality of service, procurement and efficiency savings
• internal shared services →	efficiency of delivery
• IT applications architecture →	Performance and perception
• knowledge management →	Performance and perception
• procurement →	efficiency
• commissioning strategy →	specification of need, partnership working and efficiency

Customer direct	
Potential Projects	Primary aim: Excellence in
• customer services →	performance and perception
• area-based working →	performance perception and efficiency
• street presence rationalisation →	Performance, perception and efficiency
• delivery of children's services closer to children and families →	performance and perception
• achieving the benefits of adults, culture and community services integration →	performance and perception
• service value for money reviews →	use of resources

People and process	
Potential Projects	Primary aim: Excellence in
• flexible working and use of accommodation →	asset utilisation, productivity and new patterns of work
• transaction processing →	efficiency
• productive time and productivity. →	productivity

Table Two: Resource and Expertise

Internal Capacity

Organisational Effectiveness	<ul style="list-style-type: none"> • Internal shared services • Commissioning Strategy • Knowledge Management
Customer Direct	<ul style="list-style-type: none"> • Service value for money reviews

	<ul style="list-style-type: none"> • Delivery of integrated Children's Service closer to children and families • Adults, Culture and Community Services Integration • Area Based Working • Street presence rationalisation
People and Processes	<ul style="list-style-type: none"> • Productive time and productivity

External Capacity

Organisational Effectiveness	<ul style="list-style-type: none"> • External Shared Services • IT applications architecture • Procurement • Knowledge Management
Customer Direct	<ul style="list-style-type: none"> • Customer Services
People and Processes	<ul style="list-style-type: none"> • Flexible working and use of accommodation • Transaction processing

In addition there will also be a requirement for change management and communication across the programme which will need to be built into the new Programme Management structure.

- 13.4 For **governance** purposes, it is proposed that the current basis of the programme board approach is retained, with stream boards reporting to CEMB co-ordinated by a programme management office. It is further proposed that the current stream boards will be replaced by the three service excellence streams set out above, but that the existing Better Haringey and regeneration stream boards are retained (with the addition of BSF, asset management, and capital programme delivery arrangements to the existing scope of the regeneration board). The current and proposed revised programme arrangements are set out in appendix 2.

13.5 Implementation Approach

The programme will be having two phases.

Phase 1

The first phase is almost entirely internally focused with the appointment of a Programme Director from within the Council and strengthening the Programme Management Office to drive the different projects through to satisfactory completion and the delivery of benefits. We will need to acquire some additional assistance to support programme management from an external source to enhance internal capacity.

Each project brief will need further development as outlined in the methodology paragraph 13.2. An internal project team, with external support in an advisory capacity will develop the briefs and report on results to members through programme management arrangements which are enhanced and outlined in Appendix Two.

Concurrent with phase 1 and in preparation for phase 2 will be work on procuring a strategic framework of organisations who can provide expertise to help us deliver the benefits from the agreed projects y s as partner. Again, members will be kept informed throughout.

Phase 2

The role of an external partners would be as follows:

- provide a challenge to the outcome of the project scopes identifying alternative options for service delivery i.e. shared service, partnering etc
- ensure a challenge for the achievement of cost and time for delivering both cashable and non cashable benefits to the organisation
- give practical commercial advice on different options for moving forward
- assist in the development of procurement documentation for alternative service delivery
- work with the council in managing the change agenda by developing internal capacity
- identify and assist in the delivery of significant cash and efficiency savings
- assist in the delivery of service efficiencies that will enhance and improve customer experience/ perception and satisfaction ratings.

13.6 A tendering process has commenced to create the Council's own strategic framework of external organisations who can provide the type of support identified above. This framework will be in place by December 2007 allowing the Council to 'call off' from any of the suppliers on the framework for a range of 'expert' services. In the period up to December the Council will use the OGCBS framework agreement to source appropriate support.

13.7 The Council's internal capacity for programme and **project delivery** has increased significantly in recent years and this must be exploited for the delivery of this programme. The improvers scheme, graduate trainee scheme, leadership programme and aiming high scheme have identified a cadre of potential project and change managers across the Council. The programme will require a senior programme director, stream leads and project managers, together with focused change management and communication support from the respective corporate teams. It is recommended that the first step in taking things forward would be an internal recruitment process, offering programme director, stream lead and project manager opportunities on both a full and part time basis. The intention is find every opportunity for cross learning between all projects irrespective of whether internal or external category.

13.8 The Council has established a corporate Programme Management Office (PMO) to co-ordinate programme delivery. There are also PMO functions within IT and for the BSF programme. As part of the transition to the new arrangements set out in this report it is recommended that the current PMO function is strengthened and supported to deliver the maximum benefits and coherence across the programme.

14 Conclusion and next steps

- 14.1 The revised programme set out in this report will be a key component of the Council's response to its strategic agenda.
- 14.2 Should Members agree this approach, the next steps must build on the established expertise in the programme office and the body of knowledge across the council in business process engineering.
- 14.3 In addition clarity is required between routine delivery of service objectives and what constitutes projects and programmes. It would be useful to review the current criteria used to decide on projects and programmes. For example the programme approach is very relevant to inter service and inter agency working. The table below sets out a chart for next steps.
- 14.4 Report back to Members on the outcomes if agreed

Action	Timescale
Programme Management support appointed	May 2007
Internal recruitment process	June 2007
Allocation of programme and project management resources	June 2007
Review of corporate PMO function	June 2007
Preparation of detailed project briefs	From July 2007
Transition to new arrangements	October 2007
Strategic framework for accessing external expertise	December 2007

15 Use of Appendices / Tables / Photographs

- 15.1 Appendix 1: project mini briefs
- 15.2 Appendix 2: programme management arrangements

Project mini briefs

Appendix 1

Organisational effectiveness

External shared services

External shared services involve separate organisations coming together to procure or jointly manage the delivery of services.

There are significant potential advantages from external shared services:

- cost savings through economies of scale,
- quality improvements through greater expertise, investment and process improvement, and
- improved cost-effectiveness in procurement and contract management.

A number of service delivery models are available:

- separate or joint procurement from existing multi-client providers,
- one authority providing services on behalf of a number of organisations, and
- the joint creation of new entities to provide services to a number of organisations.

There are also a number of collaboration projects associated with shared services, including the procurement of framework contracts by one organisation which can be utilised subsequently by other organisations.

The government has created regional Centres of Excellence through which local authorities seek to jointly progress the shared services agenda. Shared services can, however, be equally relevant for other public service organisations. The potential for collaboration could be pan-London, within London sub-regions or within the borough. Likely service areas to consider are: insurance, agency staff, pensions fund management and administration, internal audit, benefits and local taxation, accounts payable and receivable, IT infrastructure and applications, accommodation and FM, and the customer interface.

The key enabling factor for shared services is the very strong political and managerial commitment necessary to deal with the practical and risk issues. So far, this agenda has been slow to gain momentum in London. A notable early success is the London insurance mutual of which Haringey is a founder member.

The scope of this project is to ensure that Haringey is well placed to be involved in, and where appropriate lead, shared services initiatives which offer the realistic prospect of quality, cost and perception improvements.

Primary target: quality of service, improved procurement and cost saving.

Project mini briefs**Appendix 1**Internal shared services

Several years ago, the Council adopted a policy of internal shared services whereby business support functions were provided corporately on behalf of the whole organisation, with necessary support staff located within business units and minimal 'infrastructure' at directorate level.

Whilst this approach is still visible within the organisation, there have been a number of pragmatic responses to specific issues which have reduced clarity and consistency and increased duplication and cost.

The relevant support functions are policy, finance, procurement, performance management, IT, HR, OD&L, the improvers, accommodation and FM, Member enquiries and complaints.

The scope of this project is to define the shared services model for each function and to implement the model in order to improve quality and reduce costs. The project should work towards a specific target for workforce reduction and cost saving.

Primary target: efficiency of delivery

IT applications architecture

The Council has a robust corporate approach to IT delivery and a recently updated infrastructure which will support many programme objectives. Whilst this has enabled some rationalisation of applications there is further scope for this, together with opportunities for more cost-effective delivery to the changing organisation.

We currently run both SAP and Siebel as core, along with several other key business-specific applications. Through the coming period we will need to consider a single core application and explore opportunities for further rationalisation.

The Council does not currently run a single corporate performance management system, instead collating composite performance reports from a variety of applications. Consideration will also need to be given to corporate data-warehousing solutions which will enable more cost-effective internal knowledge management.

It will also be essential to maintain and improve the effectiveness of our IT infrastructure in enabling other aspects of the customer focus programme. This will include consideration in particular of web-channel expansion, mobile and flexible working, IP telephony, and extended-hours support.

Primary target: improved performance and perception.

Project mini briefs**Appendix 1**Knowledge management

A knowledge management project has been commissioned by CEMB. The scope of the project is to rationalise the processes whereby data is collected and turned into information which is made available for the management of the organisation. Such information can be in respect of either the external world or the activities of the organisation.

The key drivers are to ensure that a consistent knowledge base is made available to the organisation and to partners within the HSP so that we can have confidence that we are sharing consistent data bases. This would support cost-effective strategy development and implementation, thereby improving information quality and removing duplication of effort.

Primary target: improved performance and perception.

Procurement

Whilst the potential for joint procurement is covered under shared services above, there remains a significant requirement for Council procurement strategies.

The implementation of improved SAP procurement processes will deliver management information enabling the more systematic delivery of procurement good practice. This covers the procurement of goods and services through competition and under appropriate contract structures. It also enables aggregation of demand across the Council.

There is also a need to consider arrangements for the procurement of services across the Council. At present, service procurement expertise is contained within business units. The current arrangements need to be tested against a more corporate model of delivery.

Primary target: cost saving.

Commissioning strategy

The leadership role for the Council implies a move towards service delivery underpinned by a clear commissioning strategy. This enables a more strategic role for the Haringey Strategic Partnership and requires the council to systematically consider all potential forms of service delivery arrangements: in-house, shared, outsourced and third sector.

For example The voluntary sector can play a key role in service delivery within the borough as a cost-effective and high quality provider. The current pattern of service delivery has, however, evolved over time and is not the product of a commissioning strategy. The community buildings portfolio is linked to current levels of activity and is

Project mini briefs**Appendix 1**

poorly maintained and managed. The Council's financial plans include a saving of £1m through review and re-commissioning of existing provision.

The scope of the project is to produce and deliver a voluntary sector commissioning strategy for cost-effective and high quality delivery and to deliver the planned financial savings as part of a broader requirement for the delivery of a corporate commissioning strategy.

Primary target: improved specification of need, better partnership working, cost saving.

Customer directCustomer services

The Council has an 80/80 vision for customer services and has established a call centre and four customer service centres. Cost-effective progress towards this vision depends on a number of elements:

- improved engagement and communication with customers,
- increased self-service through the web,
- increased proportion of 'right first time' in back office,
- improved management of call volumes,
- optimum degree of staff specialism,
- addition of further services to customer services approach.

This depends crucially on the degree of customer focus within the relevant services and the management of the relationship between the front and back office.

The scope of the project is to continue the application of the vision across all appropriate Council services, delivering higher quality service outcomes and cost savings.

Primary target: improved performance, perception and cost savings.

Area-based working

The Council has seven neighbourhoods as an infrastructure for local engagement, each supported by neighbourhood management staff. A key priority is to deliver better quality local 'cleaner, greener, safer' services, both across the Council and with partners.

A new approach to area-based working has been piloted in three neighbourhoods. This involves relevant local service providers (Council, Homes for Haringey, police, other housing providers) working more closely together to improve the quality of services and to resolve specific issues of local concern. There is potential for service re-configuration within the scope of the project. Joint working is co-ordinated and lead by the neighbourhood manager and a lead senior officer from environmental services, and managed against local performance indicators.

The scope of the project is to continue implementation across all neighbourhoods and to develop robust success measures. The primary drivers for the project are to improve service delivery quality and customer perception.

Primary target: improved performance and perception.

Street presence rationalisation

The Council and partners have an increasing level of 'street presence', primarily for enforcement and reassurance purposes. This includes parking enforcement, wardens, other enforcement staff, parks constabulary, streetscene monitoring staff, BLT inspection officers, street cleaners, refuse and recycling collectors, and police safer neighbourhood teams. Currently these teams are focused on delivering specific service outcomes with no common agenda.

The scope of this project is to consider whether such a common agenda can be devised and delivered thereby increasing the overall service value generated by these teams. Such an agenda might cover fault/incident reporting, generic working across service areas, and greater visibility and reassurance in respect of the total Council and partner 'street effort'. The main drivers for the project are improved service quality, cost savings (particularly to protect service levels with reducing NRF and other specific funding), and customer perception.

Primary target: improved performance and perception.

Delivery of integrated children and young people's services closer to children and families

Plans are already in place to deliver greater integration of children and young people's services across the Council, schools and with partners. There are two key strands:

- support, including targeted resources, to enable universal services to intervene earlier thereby reducing the need for specialist services
- multi-disciplinary area-based working for targeted services based on three children's networks.

The scope of this project is to manage the delivery of this agenda, delivering improved outcomes for children and cost savings.

Primary target: improved performance and perception.

Project mini briefs**Appendix 1**Achieve the benefits of adults, culture and community services integration

The reshaping of the Council has created a new grouping of services. The scope of this project is to consider practical arrangements to maximise the customer impact of the new service grouping and to identify opportunities for improved value for money.

Primary target: improved performance and perception.

Value for money reviews

There is an established programme of service value for money reviews in place, working to a common format. Areas for review are selected by reference to cost, performance and perception and action plan progress is followed up.

Primary target: better use of resources.

People and processFlexible working and accommodation

The Council has agreed a policy which makes some flexible working options available to business units and staff, but has not determined a desired policy outcome or approach to implementation.

The business case for flexible working can be summarised as follows:

- the use of existing workstations can be maximised (from the current level of [60]%), saving money on accommodation and IT,
- the customer focus of services can be improved,
- the productivity of staff can be improved through the use of mobile technology and home working, and
- recruitment and retention of high quality staff can be improved through the work/life balance 'offer'.

The project should work towards specific targets for workstation numbers and utilisation rates which will enable cost savings.

Completed phases of the accommodation strategy have established four local customer services centres, with the Wood Green hub accommodating, in due course, all staff who do not require a more local base. Whilst new and refurbished accommodation is designed to support more flexible working, this has yet to be systematically exploited.

Subsequent phases of the accommodation strategy will need to:

Project mini briefs

Appendix 1

- size and deliver future requirements, particularly in respect of the Wood Green hub, in the light of the corporate approach to flexible working,
- explore opportunities for collaboration with other local organisations on a shared services basis,
- ensure that the Council's remaining local asset base (schools, children's centres, libraries) is used to promote and enable co-located local facilities where this is required.

Primary target: adoption of new patterns of work, better asset utilisation, increased productivity

Transaction processing

SAP is the Council's core system for transaction processing, covering finance, HR and procurement. Significant work has already been undertaken to improve our use of SAP and to realise cashable savings. This has included improvements to the procurement functionality of the system and an upgrade to the latest version of the software.

There is now an opportunity to consider a more robust approach to the identification of cashable savings, assisted by the potential introduction by SAP of a whole-site license rather than the individual user arrangements which have inhibited exploitation to date.

The scope of this project is to:

- continue to develop SAP processes, ie cashless, chequeless, e-enabled, employee self-service,
- define key transaction processes end-to-end, including links to other systems, eg social care, housing, parking,
- complete process review of key transactions,
- implement and enforce rationalised processes across Council.

The project should set and work towards workforce reduction and cost-saving targets.

Primary target: cost saving.

Productive time and productivity

There is a direct relationship between the proportion of staff productive time and the efficiency with which resource inputs are turned into service outputs. Improving staff productive time will reduce cost as a consequence of less cover being required and/or will increase service outputs. There should be two main areas of focus:

- the reduction of sickness absence, and
- optimising the balance between 'front line' activity and administrative and support functions.

Project mini briefs

Appendix 1

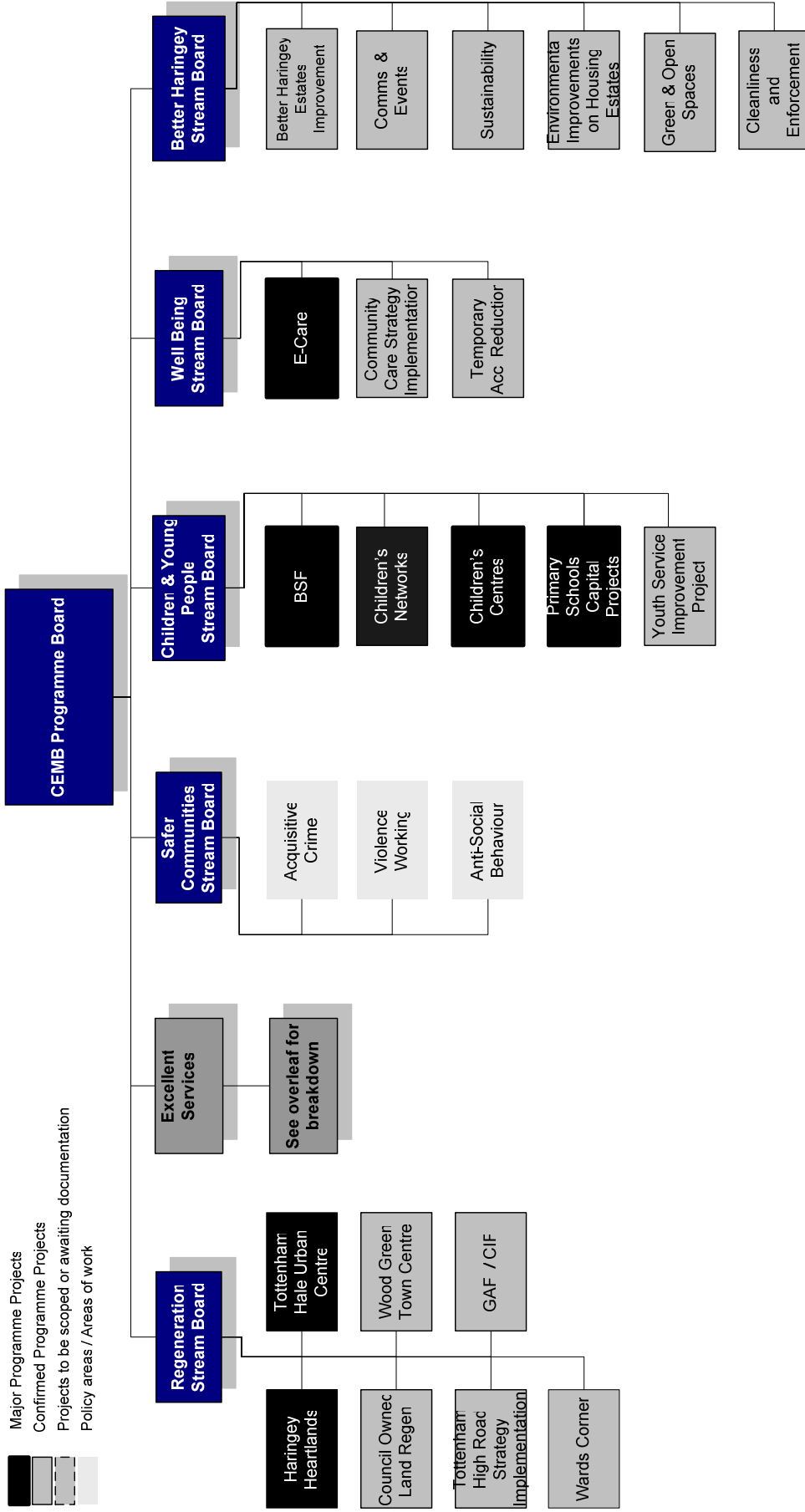
The project should aim to reduce costs and increase service outputs by reducing sickness levels. The project should also mediate issues regarding productive time which arise as a consequence of other strands of this programme.

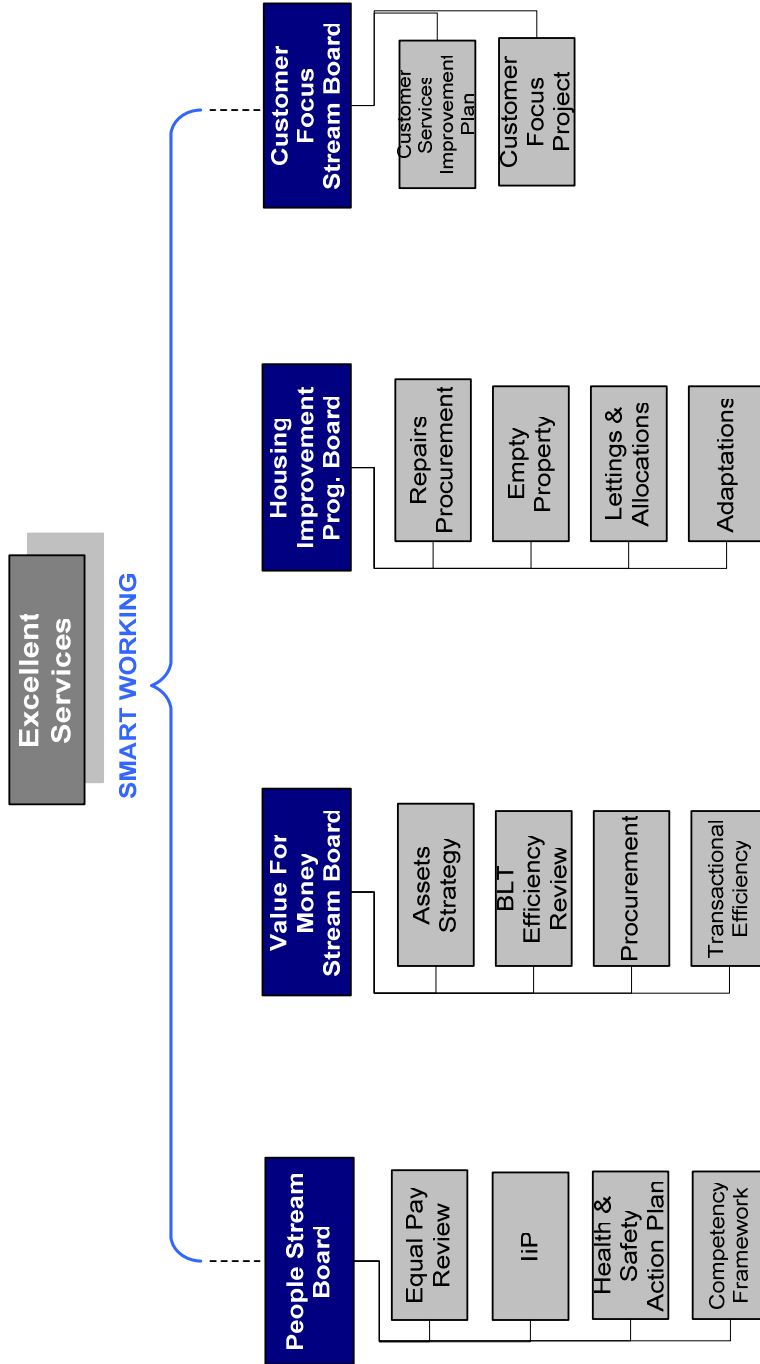
A wider concept of productivity is also fundamental to value for money across the Council. The project should also work to identify corporate themes for improved productivity and ensure that 'business as usual' processes address such themes.

Primary target: increase in productive time.

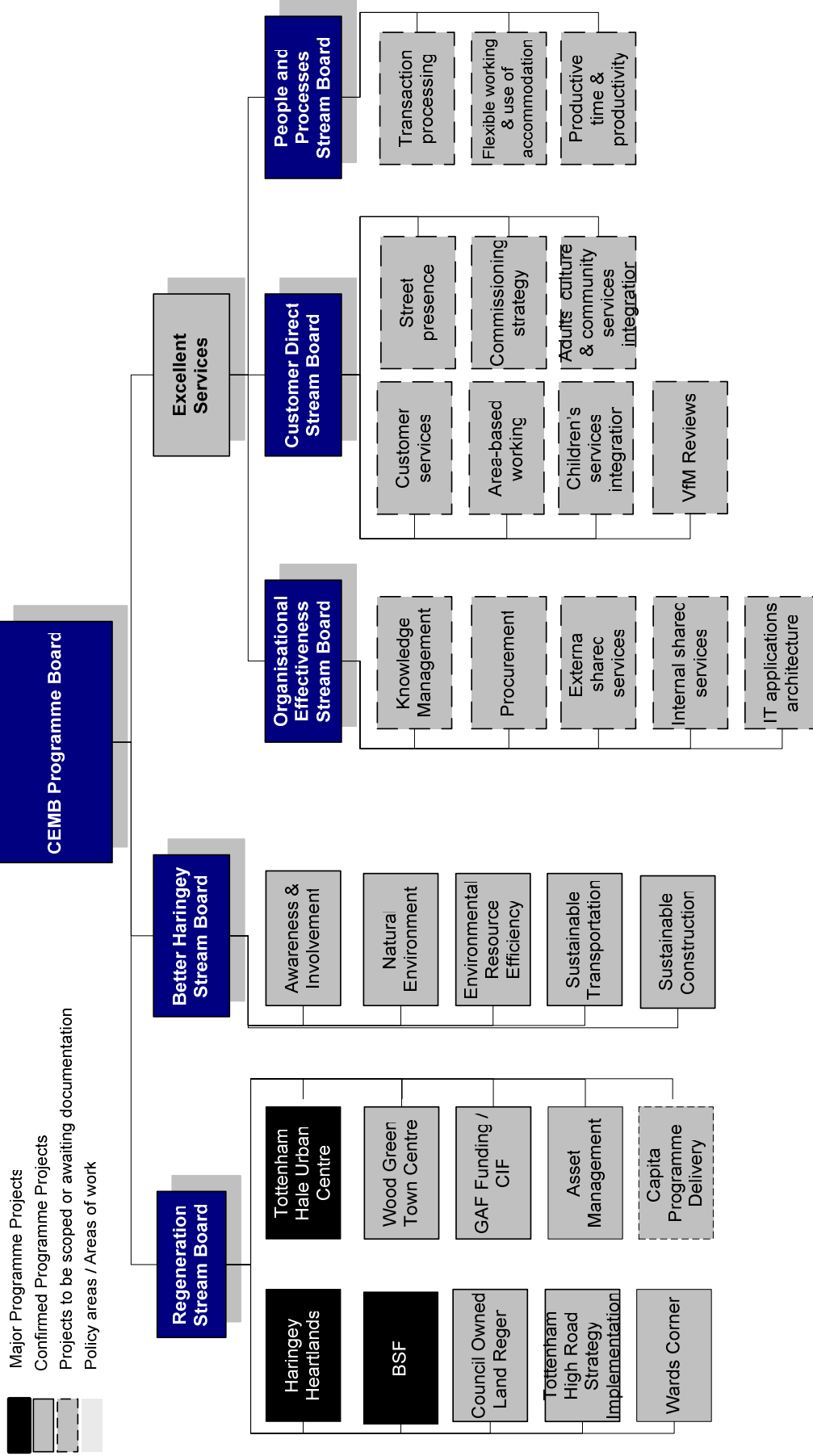
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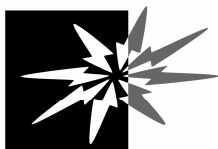
Current Programme Structure





1.3 Proposed Programme Structure





Haringey Council

Agenda Item

CABINET**On 19 June 2007**Report title: **Financial Outturn 2006/07**Report of: **Acting Director of Finance****Ward(s) affected:** All**Report for:** Decision**1. Purpose**

1.1 To set out the provisional revenue and capital outturn for 2006/07.

2. Introduction by Cabinet Member for Resources (Cllr Charles Adje)

- 2.1 In line with agreed financial strategy, this report sets out the Council's Financial Outturn for 2006/07 by directorate. The report identifies a revenue surplus of £2.946m and proposes its utilisation. It further identifies a capital underspend of £6.9m with a carry forward proposal of £6.6m and complies with Treasury Management policy.
- 2.2 The report also provides the opportunity for the purchase of a site enterprise licence from SAP, which would deliver ongoing efficiency savings and service benefits. It proposes funding investment through the Local Authority Business Growth Initiative, (LABGI) grant.
- 2.3 I commend the report and the recommendations as set out in paragraph 15 to Cabinet for approval.

3. Recommendations

- 3.1 To note the provisional service outturn set out at paragraph 8.1 for revenue and paragraph 8.9 for capital. To note also the explanation of revenue variances in Appendix A and capital variances in Appendix B.
- 3.2 To approve the contingency of £1 million for Asylum and the setting up of a Sustainable Investment fund with a one-off resource of £0.5 million.
- 3.3 To note the Housing Revenue Account (HRA) outturn set out at paragraph 8.11.
- 3.4 That the revenue carry forward proposals set out at paragraph 9.2 (and Appendix C) be

approved.

3.5 That the capital carry forward proposals set out in paragraph 9.6 (and Appendix D) be agreed.

3.6 To note that the outturn and, therefore, carry forward for schools is provisional and to delegate to the Acting Director of Finance the finalisation of the carry forward.

3.7 To delegate to the Acting Director of Finance authority to prepare the Council's financial statements such that the financial position of the Council is optimised.

3.8 To note that the Council's Financial Statements for 2006/07 are to be approved by General Purposes Committee.

3.9 To agree the virements set out in section 13.

3.10 To note the treasury management outturn.

3.11 To approve the use of grant as set out in section 14 subject to Procurement Committee decision.

Report authorised by: Gerald Almeroth – Acting Director of Finance

**Contact officers: Kevin Bartle, Acting Head of Corporate Finance
John Hardy – Head of Finance – Budgeting, Projects & Treasury
Telephone: 020 8489 3726/3743**

4. Executive Summary

4.1 This report sets out the Council's service provisional outturn for 2006/07. The outturn is based on Directorates prior to the Council's Re-shaping that is effective from 1 April 2007. Excluding schools and Dedicated Schools Grant (DSG) there is a surplus of £2.946m. It is proposed to utilise this to set up a £1 million contingency for asylum costs in 2007/08, to set up a Sustainable Investment fund of £0.5m and for the remainder to fund the carry forward requests as set out. The report also sets out the capital outturn, an underspend of £6.9m and services have proposed carry forwards of £6.6m.

4.2 Taking into account adjustments previously reported through the budget management process, in overall terms the service outturn is in line with the agreed financial strategy.

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:

SAP outturn reports
Final Accounts working papers

For access to the background papers or any further information please contact John Hardy on 020 8489 3726.

7. Background

7.1 This report has five sections:

- service outturn – revenue and capital;
- prioritised carry forward proposals – revenue and capital;
- overall position;
- provisions and contingent liabilities;
- treasury management outturn, and;
- financial administration.

8. Service outturn

8.1 The general fund **revenue service outturn** is shown in the following table. The outturn is based on Directorates prior to the Council's Re-shaping that is effective from 1 April 2007. There is a net service underspend of £2.946m. The variances are explained in more detail in Appendix A. The overall reported underspend on general fund expenditure (including DSG) is 0.7% of the total net budget.

Directorate	Variance from budget £'000
Children and Young People's Service (excluding schools and DSG)	(80)
Asylum Seekers	778
Housing Services	(15)
Social Services	(176)
Environment	(422)
Finance	(281)
Chief Executive's	(1,313)
Sub-total – all services	(1,509)
Non Service Revenue	(1,437)
Total	(2,946)

8.2 This excludes a provisional outturn for schools that reduces balances by £0.2m to a level of £5.6m at the end of 2006/07 (see paragraph 9.4) and an underspend of £1.3m against the Dedicated Schools Grant (DSG) (see paragraph 9.3).

- 8.3 The joint Primary Care Trust (PCT) Learning Disabilities pooled budget overspent by £42k in 2006/07 and this is excluded from the above table as the overspend will be carried forward to be funded against future years' resources.
- 8.4 It should also be noted that the existing £1m contingency set aside for the cost of asylum seekers over and above central government funding has been fully utilised and the residual overspend noted above is after use of this contingency.
- 8.5 The period 11 position reported to Executive in April was a projected underspend of £1.1m. This outturn against services is broadly in line with that with a slightly higher total £1.5m underspend. The significant variation overall is that against the non-service revenue account at a total of £1.4m and the main reasons are set out below:
- £0.5m in respect of the IT In-sourcing project. The in-source project has recently closed and the final delivery of the project, together with successful management of the risks during the process, have meant that the approved contingency of £0.5 million has not been required;
 - £0.4m in relation to the service development/contingency fund. This budget of £1.6m was agreed in the Council budget report in February 2006. Executive approved that this was to be partly utilised to balance the cost pressures in Social Services this year;
 - £0.5m in respect of capital financing. The approved budget included a significant revenue contribution to fund capital expenditure in 2006/07 and the expected final position on capital is that this is unlikely to be fully required.
- 8.6 The overall general fund revenue outturn position shows a surplus of £2.946m above the net budget. This can be utilised as a one-off resource going forward and I therefore propose its use in the following way:
- there is a risk of the **asylum seekers** budget overspending in 2007/08 and a strong risk of claw back of subsidy from challenge by the Home Office. It is proposed to allow £1m as a contingency;
 - that a **Sustainable Investment fund** of £0.5m is set up. This should work on a bidding basis for invest to save schemes and the revenue saving created should initially top the fund back up by the amount invested. This would allow some early progress on the green agenda, a key Council priority, in particular where investment in energy efficiency projects can generate a financial as well as environmental return, and;

- the balance of £1.446m can be used to meet the **carry forward requests** as summarised in section 9 of this report.

- 8.7 The reported revenue outturn position includes the previously agreed position in respect of the pension fund deficit costs for Alexandra Palace. 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 deal was not finalised by 31 March 2007.
- 8.8 In addition there is a substantial **housing benefits** claim, in particular, in respect of homelessness. The position is still to be finalised before the claim deadline. It is proposed that any additional estimated grant above budget should be added to the reserve in respect of potential claw-back subsequent to the audit of the housing benefits subsidy claim.
- 8.9 The final approved **capital programme** was £114.4m. The overall provisional underspend is £6.9m, as set out in the following table: -

Directorate	Budget	Outturn	Variance
	£'000	£'000	£'000
Children and Young People's Service	52,304	53,205	901
Housing General Fund	3,222	2,135	(1,087)
Housing Revenue Account	18,136	18,033	(103)
Social Services	6,322	5,658	(664)
Environment	17,600	15,812	(1,788)
Finance	4,147	3,797	(350)
Chief Executive's	12,667	8,870	(3,797)
Total	114,398	107,510	(6,888)

The projected underspend has increased by £0.7m since that reported in the February monitoring exercise. Detailed explanations of the variances are set out in Appendix B. The majority of the variations relate to delays in the progress of schemes. This will need to be an area of focus for improvement in 2007/08.

- 8.10 The Council's agreed capital programme for the period 2006/07 to 2010/11 is based on achieving usable capital receipts of £11m in 2006/07. The final position is that £14.1m has been generated, giving an additional balance of £3.1m. This is largely in respect of the higher amounts achieved through the sales of Cooperscroft and Trentfield. These additional resources have already been committed as approved by Members during the year.
- 8.11 The **HRA outturn** for the year was a variance of £641k, against a surplus target of £114k. The working balance is decreased to just over £3.8m at 31 March 2007, as shown in the following table, after taking account of application of reserves and inclusion of provisions.

Item	Original Budget £'000	Outturn £'000	Variance £'000
Income	(100,689)	(100,555)	134
Expenditure	100,575	101,196	621
Net Deficit / (surplus)	(114)	641	755
Working balance b/fwd 1 April 2006		(4,383)	
Application of Housing Subsidy Reserve		(885)	
Provision for Homes for Haringey		795	
Working balance c/fwd 31 March 2007		(3,832)	
Planned closing balance as at 31 March 2007		(3,878)	
Variation in closing balance		46	

The overall position is very close to the plans approved at Council in February 2007 and the closing balance only varies by £46k.

- 8.12 Significant variances within the HRA against the original budget include:

	Budget £'000	Outturn £'000	Variance £'000
Rent income	(60,707)	(61,350)	(643)
Increase in provision for bad debts	699	1,553	854
Leaseholders' Service charges	(6,429)	(5,827)	602
Other income	(11,587)	(12,243)	(656)
Housing subsidy	(21,966)	(21,135)	831
Other expenditure	99,876	99,643	(233)
Net expenditure	(114)	641	755

- 8.13 Income from dwelling rent charges is greater than budget mainly due to the significantly greater than anticipated reduction in 'right to buy' (RTB) sales during the year. However, this is offset by an additional provision for tenants' bad debt being required of £854k due to lower performance in the rent collection rate of 96.5% compared to the budgeted 97.5%. Focussed effort will be required from Homes for Haringey in 2007/08 to collect these arrears and improve the in year collection rate.
- 8.14 Leaseholders' Service Charge income is less than budget due in part to the reduction in RTB sales, and in part due to a lower than anticipated benefit from the reduction in provision for leaseholders' bad debts.

9. Carry Forward Proposals

- 9.1 The Council's Finance Procedure Rules provide for this body to determine any carry forward sums in respect of budget variations at the year-end. For this year, in view of the potential adverse impact on performance in 2007/08, it is proposed that no revenue overspend be carried forward.
- 9.2 The net amount available to meet carry forward requests is £1.446m. Services have proposed and prioritised revenue carry forwards and high priority requests are able to be funded from this sum. The high priority requests are summarised in the table below and set out in full at Appendix C.

Directorate	Proposed carry forward £'000
Children and Young People's Service (excluding schools)	42
Housing Services	50
Social Services	176
Environment	275
Chief Executive's	894
Total	1,437

- 9.3 The above table excludes the £1.355m carry forward that will be funded from DSG. The DSG underspend was reported in the February monitoring exercise; two key non-schools budgets funded by the Dedicated Schools Grant (DSG) have underspent by £1.3m. This is principally made up of £0.7m to support the Every Child Matters Multi Agency budget that is unspent at the year end and £0.5m being set up costs for the Sixth Form Centre required in 2007/08. Any balance of **DSG funding is required to be carried forward under legislation** and will be needed to meet future commitments.
- 9.4 The school balances are still provisional. The expenditure of £0.2m shown for schools is that generated in 2006/07 above the in-year budget. Therefore the schools' balances, including the final brought forward balance from 2005/06 of £5.8m, are provisionally estimated to reduce to £5.6m. It is recommended that finalisation of the schools' carry forward is delegated to the Acting Director of Finance.
- 9.5 As explained in paragraph 8.3 the joint pooled Primary Care Trust (PCT) Learning Disabilities partnership budget overspent by £42k in 2006/07. This overspend will be carried forward and be funded against future years resources and is excluded from the above table.
- 9.6 Carry forward proposals have been put forward by services for **capital** which amount to £6.6m. It is recommended that all carry forwards, which are analysed in detail in Appendix D, are approved. The

Children and Young People's Service overspend will be funded in 2007/08.

10. Overall general fund position 2006/07

10.1 The overall net revenue services underspend provides a surplus of £2.946m. After the proposed utilisation as set out in this report the general fund shows a near balanced position. This is summarised in the following table:

	£'000
2006/07 general fund revenue surplus	(2,946)
Less Asylum contingency	1,000
Less Sustainable Investment fund	500
Less funding of high priority carry forward requests	1,437
Net service surplus	(9)

11. Provisions and contingent liabilities

11.1 An accounting requirement is for the Council to consider any areas where it feels there is a potential future liability. Depending on the certainty of this liability and information on the value of the liability, the Council will either raise a provision for this liability or disclose a contingent liability in the notes to the accounts. All areas for **provisions and contingent liabilities** have been reviewed and the following new liabilities have been raised in the accounts:-

- A provision for the potential non-payment by the Home Office of the Authority's asylum seeker grant, for 2006/07 cases where there may be a dispute. The provision raised is for £312k.
- A contingent liability note will be disclosed for a potential Home Office claw back in relation to disputed prior year asylum grant claims. The Home Office may additionally claw back grant for years as far back as 2002/03 but the extent of this possibility is as yet unknown, therefore not enabling a provision to be raised.

12 Treasury management outturn

12.1 The Treasury Management Policy sets projections for treasury management activity for the forthcoming year as well as limits on borrowing and investment. The overall aim of the policy is to meet borrowing requirements at the lowest cost and maximise investment returns. The policy requires annual reporting of the outturn position.

Borrowing and Investment

- 12.2 The Council's borrowing strategy and funding requirement is determined by the maturity of existing debt, new borrowing to fund capital investment and amounts to be set aside from revenue and capital receipts. The estimated position for 2006/07 and the outturn position are shown in the following table:

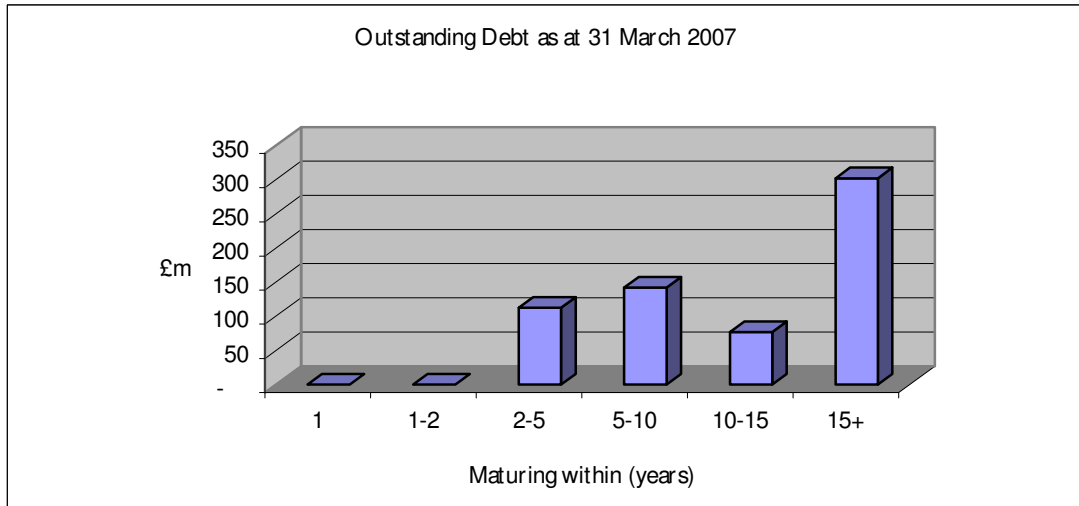
	Estimated position £m	Outturn position £m
Borrowing approvals	18	18
Principal repayment	0	0
<u>Less</u>		
Minimum revenue position	(10)	(10)
Usable capital receipts	(11)	(14)
Net Change	(3)	(6)

Indebtedness

- 12.3 The average level of debt in 2006/07 was £613m and the average level of investments was £87m. We have, therefore complied with the limits set out in the Council Treasury Management Policy. The limits and performance for 2006/07 were:

	Approved Limit	Actual performance
Overall borrowing	£650m	£613m
Short term borrowing	40%	0.02%
Proportion of debt at variable rates	30%	0

- 12.4 The average interest rate achieved on investments was 4.99%, compared with the average market rate of 4.61%.
- 12.5 The average rate of interest on external debt (the Consolidated Rate of Interest) was 7.26% in 2006/07 compared with 7.35% for the previous year.
- 12.6 The maturity structure of the Council's debt as at 31 March 2007 is shown in the graph below. The Treasury Management Practices require continual review of debt maturity to ensure that the optimal position regarding risk profile, interest rates and redemption penalties is obtained.



13. Financial administration

13.1 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.

13.2 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.

13.3 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.

13.4 Proposed virements are set out in the following table:

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
13	HRA	HRA	64		Costs of the Noise Nuisance service to be reflected as a Managed Budget rather than as part of the Management Fee, as these relate to services provided by Environment under an SLA.
13	HRA	HRA	1,087		Cost and income of the management and repair of HRA Hostels to be reflected as a retained budget rather than include in management fee as services are delivered by Housing over which Homes for Haringey have no remit.
13	HRA	HRA	2,940		Part of the costs of Supported Housing to be included as a retained budget (for the supporting people funded welfare element) and managed budgets (for the emergency response and out of hours elements provided by the Council under a SLA).
13	HRA	HRA	939		Costs of insurance to be reflected as a retained budget (in respect of insurance of tenanted stock) rather than as part of the management fee (where employee related insurance will continue to be funded).
13	HRA	HRA	1,032		Costs of Housing Strategy, Lettings and Waiting List Management to be reflected as retained budgets rather than part of the management fee as provided by Housing, and Homes for Haringey has no management role.
13	HRA	HRA	12		Costs of the administration of Right to Buy Mortgages service to be included in the management fee budget rather than a retained budget, as this contract is cliented by Homes for Haringey.
13	Children	Cap*	3,455		Crowland Fire Reinstatement

13	Children	Cap*	372		Increased allocation for NRF funding
13	Children	Cap*	371		PFI variations charged to schools
13	Children	Cap*	(2,427)		Correction of budget for Plevna
13	Chief Executives	Cap*	(874)		Neighbourhoods UCCG project spend that is non Haringey spend
13	Environment	Cap	75		Section 278 funding for Hornsey High Street project

14. Other Issues

14.1 An opportunity has arisen in discussions with SAP to purchase a site enterprise licence. The current licensing structure is based on a limited number of users and flat rate costs are incurred for every additional user licence. A site licence would be extremely beneficial in terms of expanded use of the modules of the system, which in turn would deliver further ongoing efficiency savings and service benefits. This would also enable the Council to meet the aims in the IT strategy of rationalising the number of applications. An upfront investment would be required for this. The proposal is that a business case for contract award is presented to Procurement Committee for decision.

14.2 It is recommended that the funding source for this investment is the Local Authority Business Growth Incentive (LABGI) grant. When the council tax was set at the Council meeting on 19 February 2007 the LABGI figure was not known and therefore it was agreed that any sum received should be added to balances. £1.4m was received and it is proposed that this is the source of funding that it is used. Prudential borrowing is an option, however, under this route the full efficiency savings delivered as a result of the investment can then be added to the budget process.

15. Recommendations

15.1 To note the provisional service outturn set out at paragraph 8.1 for revenue and paragraph 8.9 for capital. To note also the explanation of revenue variances in Appendix A and capital variances in Appendix B.

15.2 To approve the contingency of £1m for Asylum and the setting up of a Sustainable Investment fund with a one-off resource of £0.5m.

15.3 To note the Housing Revenue Account (HRA) outturn set out at paragraph 8.11.

15.4 That the prioritised revenue carry forward proposals set out at paragraph 9.2 (and Appendix C) be approved.

15.5 That the capital carry forward proposals set out in paragraph 9.6 (and Appendix D) be agreed.

15.6 To note that the outturn and, therefore, carry forward for schools is provisional and to delegate to the Acting Director of Finance the finalisation of the carry forward.

15.7 To delegate to the Acting Director of Finance authority to prepare the Council's financial statements such that the financial position of the Council is optimised.

15.8 To note that the Council's Financial Statements for 2006/07 are to be approved by General Purposes Committee.

15.9 To agree the virements set out in section 13.

15.10 To note the treasury management outturn.

15.11 To approve the use of grant as set out in section 14 subject to Procurement Committee decision.

16. Legal Comments

16.1 The Acting Head of Legal Services notes the report and confirms that all statutory and constitutional requirements are met.

17. Use of Appendices

Appendix A - Explanation of significant revenue variances

Appendix B – Explanation of significant capital variances

Appendix C - Revenue carry forward requests

Appendix D - Capital carry forward requests

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Revenue - Service outturn 2006/07 - explanation of variances

	Variation £000's + / (-)
Children and Young People's Service	
<p>Department wide</p> <p>During 2006/07, a number of concerning overspends emerged (highlighted below) which required urgent management action. Appointments were held while the overall impact of the forecast overspends was quantified. This action, and judicious use of grant funding, has delivered considerable savings across the service (including DSG funded budgets).</p>	(1,316)
<p>Early Years</p> <p>This mainly DSG funded budget has underspent on salaries by judicious use of grant funding for posts where base provision exists. This also resulted from the management action during 2006/07 to constrain expenditure.</p>	(400)
<p>Every Child Matters: Multi Agency Budget</p> <p>This DSG funded budget was established with the agreement of the Schools Forum to help with early intervention work channelled through Children's Networks. The budget was mainly unspent at the year end but is required for 2007/08 and the carry forward agreed with the Schools Forum.</p>	(700)
<p>6th Form Centre</p> <p>DSG funding for set-up costs is required to be spent in 2007/08 in readiness for the planned opening of the Centre in September 2007. Significant staffing costs will be incurred before opening, at which time the Centre's delegated budget will fund all on-going revenue costs.</p>	(500)
<p>Schools in Financial Difficulties</p> <p>The majority of this DSG funded allocation was awarded to qualifying schools during 2006/07; the remaining balance should be carried forward to supplement this budget heading in 2007/08.</p>	(100)
<p>Curriculum development for 14-19 year olds</p> <p>The balance of this DSG funded budget is planned for the further development of vocational courses in 2007/08.</p>	(55)
<p>Tuition Service</p> <p>The high number of Year 11 young people not placed in schools resulted in unprecedented demand pressure on this budget.</p>	290
<p>School Standards and Inspection</p> <p>Net income shortfall on buy-back from schools.</p>	71

Revenue - Service outturn 2006/07 - explanation of variances

	Variation £000's + / (-)
<p>Legal fees</p> <p>Fees in respect of care proceedings, contracts and procurement were above the available budget due to increased demand for legal services.</p>	322
<p>Transport services</p> <p>Savings secured in delivery of service to C&YPS and ASS, and in the charges received in respect of transporting children with special educational needs.</p>	(253)
<p>SEN Recoupment (DSG)</p> <p>The charges received in respect of the special educational needs of pupils living in Haringey but educated in schools in Barnet, Camden, Enfield and Islington were higher than anticipated.</p>	296
<p>Commissioning Budget for Looked After Children (LAC)</p> <p>This budget has a net overspend, but the numbers of LAC have reduced over the year, as has the average cost per child. There has been a shift away from external placements to in-Borough residential homes and foster carers in line with the agreed commissioning strategy.</p>	228
<p>Early Years Education Grant</p> <p>The number of 3 and 4 year olds in the private, voluntary and independent sector was higher than the budget could accommodate and rates are set in advance. This was a demand pressure that could not have been reduced in year.</p>	125
<p>S17 (Children in Need) and LAC Budget</p> <p>Expenditure to prevent reception into care, and services to LAC other than placement costs e.g. transport to school and the costs of supervised contact with parents.</p>	261
<p>Other</p> <p>Sundry underspends, some of which arose as result of direct actions by managers to manage the effect of forecast overspends.</p>	(312)
<p>Revenue Contribution to Capital Outlay (RCCO)</p>	608
<p>Less: DSG Carry Forwards (required under legislation)</p>	1,355
<p>Total for the Children and Young People's Service</p>	(80)
<p>Asylum Service</p>	
<p>Expenditure incurred on asylum seekers above grant received and the contribution from Council contingencies of £1m.</p>	778

Revenue - Service outturn 2006/07 - explanation of variances

	Variation £000's + / (-)
Housing General Fund	(15)
Minor variances	
Social Services	(176)
The Social Services budgets achieved a slight underspend in 2006/07 mainly through holding expenditure on supplies and services and maintaining some vacancies across the Directorate.	
Total Social Services (General Fund)	(176)
Environment	
Management and Support	(74)
A variance of £74k arising from the part year effect of two vacancies, the annual Better Haringey event not taking place this year and an underspend against the dedicated personnel and legal support budget have resulted in this underspend.	
Streetscene	(420)
The outturn is an overall underspend of £420k comprising £320k against the recycling budget due to additional recycling credits from the NLWA; income from the sale of materials being higher than budget and employee costs of the in-house operation being less than anticipated. An underspend of £100k has accrued for the Highways budget due to project management fee income exceeding the budget as a result of additional capital allocations in year mainly from TfL.	
Recreation	60
The overspend of £60k is due to an unbudgeted redundancy payment and energy and fuel costs being higher than budgeted.	
Other smaller variances under +/-£50k	12
Total for Environment	(422)
Finance	
Property Services	71
The over spend was largely caused by under achievement of commercial rent income and an in-year amendment to electricity charge rates for River Park House	
Benefits & Local Taxation - Management Costs	109
An over spend on the use of agency staff	
Benefits and Local Taxation - Ring-fenced Costs	(403)
The net underspend is mainly in relation to housing benefit overpayments and the net proportionate improvement in the requirement for a bad debt provision.	

Revenue - Service outturn 2006/07 - explanation of variances

	Variation £000's + / (-)
Corporate Finance	
The under spend is substantially as a result of income collection above target and some salary related savings.	(39)
Other minor variances	(19)
Total for Finance	(281)

Chief Executive's Department	
Organisational Development	
Outturn under spend of £724k. Key factors are:	
An improved position on the resource centre savings. Issues around embedding the processes for the new resource centre and delays in invoicing have made it challenging to accurately forecast the final outturn position. This has been discussed at budget meetings throughout the year but it was felt prudent not to over estimate savings until the full level of commitment was agreed by all parties.	(168)
The OD&L redesign of the Leadership Programme including insourcing 70% of the coaching element of the programme and maximisation of available DCLG grant. Delays in progressing projects on flexible working, competency framework and people management support largely due to capacity issues. Carry forward requests have been submitted to enable these projects to progress in 2007/08.	(140)
Performance & Improvement & Equalities – recruitment processes taking longer than forecast compounded by additional staff losses in year. Expected expenditure around the production and printing of the 2007 Council Plan was delayed and will now occur in 2007/08.	(203)
Personnel – the budget set aside for consultancy work on progressing the Equal Pay/Status work was not required this year for the development and negotiation stage, however it will be required for the implementation during 2007/08. A carry forward request has been submitted.	(50)
Member Services – salary under spend due to vacancies and delay in implementing the 2006 review of structure; project slippage in review of the constitution	(69)
Electoral Services – delay in being able to implement the new duties and changes arising from the Electoral Administration Act 2006 because of a slower phasing of the secondary legislation. The cost implications will now fall in 2007/08 and a carry forward request has been submitted.	(75)
Other minor variances	(19)

Revenue - Service outturn 2006/07 - explanation of variances

	Variation £000's + / (-)
<p>Access</p> <p>Outturn shows an under spend across Access services of (£485k). Key factors are:</p> <p>IT core budgets under spend – the service has benefited this year from reduced expenditure due to one-off savings on maintenance contracts negotiated as part of the refresh project and the usage of hardware stocks.</p> <p>Neighbourhood Management under spend due to:-</p> <ul style="list-style-type: none"> • delays in progressing the 2006/07 'Making the Difference' projects however, spend is committed and has been requested as a carry forward • salary savings arising from the lead-in time to fully recruit to the new Neighbourhood Management structure. <p>Customer Services over spend due to:-</p> <ul style="list-style-type: none"> • increased use of agency staff to improve performance and service levels • early retirement costs. <p>The Libraries and Archives over spend was caused by delays to the proposed staffing re-structure which has not enabled the proposed savings to be realised this financial year.</p> <p>Other minor variations</p>	<p>(627)</p> <p>(181)</p> <p>206</p> <p>173</p> <p>(56)</p>
<p>Strategy</p> <p>Strategy has an overall underspend of £281k largely relating to projects within Policy and Regeneration which, although now committed, were unable to complete in 2006/07. These include the Wood Green Spatial Plan (£50k); Archway Road Project (£69k); Jackson's Lane Community Centre (£70k) and the printing of corporate documents such as Corporate Strategy, Community Strategy, Borough Profile and the Local Area Agreement (£69k).</p> <p>Carry forward requests for £273k have been put forward and spend is expected in the early part of 2007/08.</p>	<p>(281)</p>
<p>Legal Services</p> <p>The key factor causing the over spend has been an increase in un-chargeable time this year as a result of the introduction and bedding in of the new case management system and the absorption of costs associated with corporate and democratic core work.</p>	<p>177</p>
Total for Chief Executive Services	(1,313)

Revenue - Service outturn 2006/07 - explanation of variances

	Variation £000's + / (-)
Non Service Revenue	
The underspend is largely due to an underspend of the Service Development Contingency of £373k, an underspend in the IT in-source contingency which has not been required and a £350k underspend on the reduced need for the budgeted revenue contribution to capital outlay. The in-source project has recently closed and the final delivery of the project together with successful management of the risks during the process has meant that the contingency of £0.5 million has not been needed.	(1,437)
Grand Total	(2,946)

Other budgets outside of the General Fund:	Variation £000's + / (-)
Social Services	
S31 Learning Disabilities Pooled budget	42
Repairs and maintenance expenditure incurred in the year. Some slight overspends in staffing that will be contained in the new year.	
Total for Social Services	42
Individual Schools Budgets	
The school balances are currently provisional. Work is underway on consolidating school accounts into SAP.	199
The balances position for schools, which was £5.757 million at the beginning of this financial year, is estimated to reduce by £0.199 million to £5.558 million by 31 March 2007. This estimate is based on returns from 75 out of the 80 schools.	
In addition, school capital balances stand at an estimated £1.547 million, compared with £2.1 million at the end of 2005/06.	
Total Schools (provisional)	199

Capital - Service outturn 2006/07 - explanation of variances**The Children & Young People Service**

	Variation £000's + / (-)
<p>Coleridge Primary Expansion Procurement of the main contractor was delayed in December 06 which led to a delay in commencement of demolition works on site originally programmed to take place in 2006/07.</p>	(969)
<p>Tetherdown Primary Expansion Construction works on site have been delayed and therefore construction costs programmed for 2006/07 have slipped into 2007/08.</p>	(2,045)
<p>Coldfall Primary Expansion Additional budget provision agreed for this project in January 2006 will not be reflected in the Children and Young People's Service overall capital programme until the complete programme rephrasing is carried out in 2007/08. There were some extra costs and fees due to additional works, compliance with planning conditions and an outstanding classroom fit out.</p>	1,416
<p>BSF Contribution TCF WHL This project has been deferred until rebuilding commences in 2009 as part of the wider BSF programme.</p>	(964)
<p>Computers for Pupils This grant is planned to be expended by August 2007 per the Standards Fund conditions of grant.</p>	(336)
<p>Children Centres Phase I This overspend relates to a combination of phase 1 ineligible grant related expenditure incurred by children's centres (£101k) and some centres who have exceeded the grant allocation (£136k).</p>	237
<p>Children Centres Phase II There has been slippage on Children Centres phase 2, mainly due to delays in receiving sure start approval on Seven Sisters & Welbourne.</p>	(955)
<p>Rokesley Infant & Junior expansion Phases I, II & III There were a number of technical issues that arose during the project which increased costs, including problems with the original design. In addition the contractor submitted a claim in excess of the Council's quantity surveyors draft final account. A specialist dispute resolution resource was commissioned and a favourable result was secured in conjunction with internal audit. The £345k variance includes a payment of £211k which represents full and final settlement of the above account. The overspend will be funded using formulaic funding and the resolution will form part of the Children and Young People's Service Capital Programme rephrasing exercise mentioned above.</p>	345

Capital - Service outturn 2006/07 - explanation of variances

	Variation £000's + / (-)
Alexandra Park Expansion The building works at the school were completed in September 2004 and retention was allowed for on settlement of the final account. A number of outstanding items delayed settlement but satisfactory resolution of these items was eventually achieved. However funding was not available for carry forward into 2006/07.	117
Campsbourne Primary Phase III Contaminated land caused by an old oil storage container resulted in an expensive clearance to make the site safe and in turn made the foundations unsuitable for the existing design. This was rectified by amending the original design.	1,011
Crowland Uninsured Costs Relates to project management fees and any other elements of betterment outside of what is covered by the insurers.	160
Devolved Capital Devolved Capital grant gives schools direct funding for the priority capital needs of their buildings, which can be capital repair, remodelling or new build. All amounts in excess of the budget allocation (£1.354m) are funded by Devolved Capital reserves. As at the end of Mar 06 the reserves of Devolved Capital were £2.069m.	1,354
Strategic Technologies This is a new one off grant aimed at supporting the Governments published e-strategy for education. At the time the budgets were set this funding stream was not known and therefore no budget was loaded. This will be addressed in 2007/08.	118
Big Lottery Fund Some £300k worth of ineligible expenditure has been coded to NOF schemes. This combined with previously agreed matched funding and contributions from schools yet to be claimed has resulted in this adverse variance.	458
Plevna & Triangle The NDC allocation was unexpectedly reduced in 2006 resulting in an overspend of £108k. There are further costs expected for retention fees and equipment charges which may result in an additional budget pressure in 2007/08.	108
Building Schools for the Future This variance is mainly a profiling issue in relation to 2006/07 only. The overall scheme is on budgetary target for balance by the end of the BSF programme. However, some minor overspends have occurred in year but will be addressed from within the overall programme resource in 2007/08.	806

Capital - Service outturn 2006/07 - explanation of variances

	Variation £000's + / (-)
Other minor variations	39
Total Children and Young People's Service	900

Social Services

	Variation £000's + / (-)
Older People's Capital Refurbishments The overall programme was £5.65m to fund the refurbishment of three residential homes and the demolition and rebuild of Osborne Grove. The overall programme is within budget. The Osborne project is planned for completion in June 2007. This carry forward will be required to complete the scheme.	(270)
Adaptations Service There are an outstanding number of assessed cases which are with surveyors and contractors. This underspend will be required to fund the commitment into the new year	(329)
Other variations	(64)
Total Social Services	(663)

Housing

Development Works A proposed scheme was planned for Black Boy Lane area but was not completed.	(313)
Private Sector Renewal £1m was allocated from the London sub-regional housing pot: (targeted funding for private sector decent homes for vulnerable households). It is a 2 year programme and £156k was spent in 2006-07.	(844)
Other capital budgets	70
Total for Housing	(1,087)

Capital - Service outturn 2006/07 - explanation of variances**Environment**

Scheme	Variation £000's + / (-)
<p>Finsbury Park Restoration</p> <p>This was a 3 year programme for major refurbishment and landscaping to the park and construction of a new café. An overspend of £100k is indicated but the main reasons are still being investigated and reviewed by quantity surveyors involved with the project. The findings will be reported as soon as they become available. The overspend will be funded from planned underspends in other capital projects. The pending report will conclude in the next financial year and include any funding issues.</p>	100
<p>Raising Standards in Parks</p> <p>This planned underspend of £88k will contribute towards funding the overspend identified in the Finsbury Park Restoration project (see above)</p>	(88)
<p>Lordship Recreation Ground</p> <p>An underspend of £444k is indicated comprising of £12k to contribute towards the overspend in Finsbury Park Restoration project (see above) and £433k to act as match funding to help to secure HLF funding. £433k is the carry forward proposal request.</p>	(444)
<p>Leisure Centre Renewals</p> <p>A dispute has arisen with regards to the final account for year 1 construction and refurbishment works with Crispen & Borst. Top level negotiations have taken place to help resolve the issues. Final account will be settled in the new financial year.</p>	(318)
<p>Parking Plan</p> <p>Majority of parking plan and pay and display schemes are being delayed due to extended consultation. Schemes are expected to be implemented in new financial year.</p>	(457)
<p>CCTV Control Room</p> <p>Delay in tendering and contract award process has led to delay in completion. Project anticipated to complete in first quarter of new financial year</p>	(246)
<p>Street Scene Section 106</p> <p>Delay in commencing Penstock path scheme has led to slippage. Scheme anticipated to be completed in new financial year</p>	(63)
<p>UDP</p> <p>Delays in the production of a Joint Waste Development Plan has led to an underspend on this project. There is a statutory requirement to produce this plan which will commence in new financial year</p>	(58)
<p>Variances under/Over £50k</p> <p>There are a number of schemes with under/over spends of less than 50k. The total value of these schemes amounts to an underspend of £214k</p>	(214)
Total for Environment	(1,788)

Capital - Service outturn 2006/07 - explanation of variances**Finance Directorate**

	Variation £000's + / (-)
Bernie Grant Centre Expenditure fully committed but programme slipped into 2007/08. The centre is due to open in September 2007	(80)
Alexandra Palace & Park Slight slippage, however expenditure fully committed. The overall programme should complete in July 2007	(118)
Reception Project (Property) In order to maximise external capital grant funding for the YOS reception in 2006/07, the remaining reception works at 476 High Road were rescheduled to 2007/08.	(152)
Total for Finance Directorate	(350)

Chief Executive Service

	Variation £000's + / (-)
LAMs Reported slippage in the Hornsey Library re-wiring project creates a year end under spend of £368k. This is fully committed to spend in 2007/08 and a carry forward request has been submitted.	(368)
Customer Services Reported slippage on the procurement process around the Workforce Management system creates year end under spend of £70k. This is fully committed to spend in 2007/08 and a carry forward request has been submitted.	(70)
IT Strategic reviews of key projects including SAP, Siebel, GIS, Web and Harinet meant they did not spend in 2006/07 and have created a year end under spend of £779k. As part of this, discussions are in progress to broker a site SAP licence solution rather than individual licences. A business case is being developed the outcome of which could have a significant impact on SAP, Harinet and Siebel development programmes if agreed. A carry forward request for this amount has been submitted as it will be required to progress IT developments whatever the outcome of the proposals outlined above.	(779)

Capital - Service outturn 2006/07 - explanation of variances

	Variation £000's + / (-)
<p>Neighbourhood Management</p> <p>As reported over the last periods, work on the UCCG and some of the related Tottenham High Road projects has slipped during the FY 2006/07. Verbal agreement to re-profile was obtained in early Autumn, however it has taken longer to receive the written agreement so budgets were not able to be amended. Agreement has now been obtained to re-profile expenditure into the first half of 2007/08.</p> <p>All expenditure is due to complete within the first half of 2007/08</p>	(2,552)
NDC	(28)
Total for Chief Executive	(3,797)

Revenue Carry Forward Proposals – 2006/07

Appendix C

Budget / Description and Reason for Carry Forward	Carry Forward Request £'000
Children & Young People's Service (Non DSG)	
Learning Resource Centre To allow the West Green Learning Centre additional start up costs in its first year of independent operation (in line with report to Executive on 24 April).	14
Catering Service Requested to buffer the impact of the cost of single status	28
Total Carry Forward Request – Children and Young People's Service (non DSG)	42
Housing	
Housing Needs and Strategy Private Sector Stock Condition survey: The service is being inspected in October 2007. Our KLOE requires us to have up to date information on our Private Sector stock condition. The survey could not be carried out in 2006/07 and the service needs this budget provision in 2007/08.	50
Total Carry Forward Request - Housing	50
Social Services	
Private Sector Adaptations	
There is a historic waiting list which has developed over a number of years due to demand for services against available funding. This provision would fund approximately 130 additional bath lifts in 2007-08.	128
Additional funding required to maximise the Disabled Facilities Grant and meet the conditions of the grant in 2007/08.	48
Total Carry Forward Request - Social Services	176
Environment	
Recycling The underspend is mainly due to recycling credits exceeding budget. There is a high risk that some of these credits may be clawed back by NLWA in the new financial year. A revenue carry forward proposal of £100k is requested to cover this risk.	100
Highways Additional Project management fees have been generated as a result of additional allocations in year. There are a number of budget pressures anticipated within the waste management budget for the Accord contract where a shortfall in resources has been identified. A revenue carry forward proposal of £100k is requested to cover this shortfall.	100
Director's Management and Support budget A revenue carry forward proposal has been requested to fund Estates Clean Sweep delayed from March to April/May in advance of inspection plus increased costs of Better Haringey Green Summer Event in 07/08 and to fund the cost of priority directorate training events.	75
Total Carry Forward Request - Environment	275

Revenue Carry Forward Proposals – 2006/07

Appendix C

Budget / Description and Reason for Carry Forward	Carry Forward Request £'000
Chief Executive's Service	
OD&L - Personnel	
External resources will be required to support the implementation stage of the single status legislation in Haringey during 2007/08 as the Council may require individual staff engagement, and agreement to variations in contract for some 1000 plus employees.	80
TOTAL Carry Forward Request OD&L	80
Strategy (Policy and Regeneration)	
Wood Green Spatial Plan This was delayed at the request of members to allow further initial consultation on this key regeneration project. No budget is available in 2007/08 to take this forward.	50
Archway Road Project Slippage has meant that the works have fallen into 2007/08. The project is contractually committed and will complete in May 2007.	69
Delays in agreeing text between Haringey and external bodies has created slippage in the printing of key statutory documents including borough profile, corporate strategy, community strategy and the Local Area Agreement. The work has been commissioned so funds are contractually committed.	69
Jackson's Lane Members agreed a grant of £70k to Jackson's Lane Community Centre to ensure the Centre's long term sustainability. £45k was released in 2006/07 with the remaining £25k on receipt of a viable business plan.	25
Total Carry Forward Request Strategy (Policy and Regeneration)	213
Access - IT	
One-off purchase of Oracle licenses to make up the current shortfall in numbers. The budget will not be available in 2007/08 for this expenditure.	100
To fund outstanding training for new employees as part of the last phase of the recruitment/restructure of the IT In-source project.	50
IT one-off savings in 2006/07 on maintenance agreements and use of existing hardware stock – propose transfer to Infrastructure Reserve for future IT investment subject to business case and Member approval.	276
Total Carry Forward Request – Access IT	426
Neighbourhood Management	
Stoneleigh Road Match funding for Stoneleigh Road capital project was identified from 2006/07 budgets but due to project delays, it has not been spent. The money needs to be carried forward to cover Haringey's commitment to the project.	60
Making the Difference Due to the late approval of this year's 'Making the Difference' projects , some slippage in full completion has occurred however, all projects are fully committed so carry forward of funds is crucial.	70
Total Carry Forward Request – Neighbourhood Management	130

Revenue Carry Forward Proposals – 2006/07

Appendix C

Budget / Description and Reason for Carry Forward	Carry Forward Request £'000
Policy & Performance	
Funding is required for publicity and events associated with the commemoration of the Abolition of the Slave Trade Acts events going on throughout 2007. Without this carry forward, events will be curtailed and publicity limited.	30
Total Carry Forward Request – Policy & Performance	30
Safer Communities	
The carry forward is required to complete the implementation of the Council's new Emergency Control Centre in Alexandra House.	15
Total Carry Forward Request – Safer Communities	15
Total – Chief Executive's Service	894
Grand Total – General Fund	1,437
Other budgets outside of the General Fund:	
Dedicated Schools Grant (DSG)	
Sixth Form Centre DSG carry-forward to fund the transition of the Sixth Form Centre in 2007/08	500
14-19 Personalised Learning To support the post of 14-19 adviser. The 14-19 allocation has only been allocated for 2 years, and is to support the development of vocational diplomas and the new diploma qualification starting in 2008.	55
Children's Network Projects Whilst plans were developed during 2006/7, the expenditure has slipped into 2007/8	700
Contingency for Schools in Financial Difficulty £400k of the £500k contingency was allocated in 2006/07 in consultation with the Schools Forum. This carry forward will contribute to the reduced 2007/08 budget of £250k.	100
Total DSG	1,355
Social Services: Learning Disabilities Pooled Budget	
Learning Disabilities Partnership overspend will carry forward under the conditions of the agreement.	(42)

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Capital Carry Forward Proposals – 2006/07

Appendix D

Budget / Description and Reason for Carry Forward	Carry Forward Request £'000	Funding Source	Priority (Contractual Commitment, High, Medium, Low)
Finance			
Corporate Finance Alexandra Park and Palace Landscape Development Project – some residual expenditure will fall into 2007/08.	118	Capital receipts	CC
Property Services 476 High Road works rescheduled to 2007/08.	152	Capital receipts	CC
Bernie Grant Centre Slippage into 2007/08 (construction due to complete July / August 2007).	80	LPSA	CC
Total Carry Forward Request – Finance	350		
Chief Executive's Department			
Information Technology Request to fund deferred spend from 2006/07.	776	Capital receipts	Medium
Customer Services Workforce Management System – delays in the procurement process.	70	Capital receipts	CC
Hornsey Library Rewiring Project Detailed supporting case provided.	368	Capital receipts	CC
Stoneleigh Road The LBH carry over is £250k for Stoneleigh Road as per the PBPR submission.	181	Capital receipts	CC
Tottenham High Road (HERS 2) Delays due to TfL traffic order delayed the start of the construction phase.	34	Capital receipts	CC
Tottenham High Road (HERS 3) As above.	38	Capital receipts	CC
Bruce Grove THI Delays progressing Phase 2 because of negotiations with traders and finalising drawings.	15	Capital receipts	CC
Hornsey High Street Various delays.	66	Section 106	CC
Tottenham High Road Projects Slippage	2,552	ERDF	CC

Capital Carry Forward Proposals – 2006/07

Appendix D

Budget / Description and Reason for Carry Forward	Carry Forward Request £'000	Funding Source	Priority (Contractual Commitment, High, Medium, Low)
Other net overspends	(303)	Various	
Total Carry Forward request - Chief Executive's Department	3,797		
Housing			
Development Works Slippage	313		
Private Sector Renewal Slippage	844		
Other net overspends	(70)		
Total Carry Forward request – Housing General Fund	1,087		
Environment			
Parking Plan CPZ schemes – Various delays.	456	Capital receipts/ Spurs	High
CCTV Control Room Various delays.	246	Capital receipts	CC
Section 106 A late start to the Penstock Path scheme.	63	Section 106	CC
Section 278 Slippage on two schemes due to clash with utilities works scheduled in the area.	32	Section 278	CC
Lordship Recreation Ground Detailed supporting case provided.	433	Capital receipts	High
WHL Community Sports Centre Delays.	34	Private (Barclays)	CC
Leisure Centres Renewals Delays.	318	Prudential borrowing	CC
UDP/LDF Project slippage. Production of the Joint Waste Development Plan is a statutory requirement.	58	Capital receipts	High
Total Carry Forward Request - Environment	1,640		
Social Services			
E-Care 2nd phase of implementation programme is over two years. This funding will be required to complete the second phase.	17	IEG funding	High
OPS Residential Strategy This is a profiling issue, the	270	Capital receipts	High

Capital Carry Forward Proposals – 2006/07

Appendix D

Budget / Description and Reason for Carry Forward	Carry Forward Request £'000	Funding Source	Priority (Contractual Commitment, High, Medium, Low)
overall programme is within budget.			
Mental Health Projects Various projects delayed.	47	Mental health 2006/07 (SCE(R))	High
Adaptations Service There are an outstanding number of assessed cases which are with surveyors and contractors. This underspend will be required to fund the commitment into the new year.	329	RCCO	CC
Total Carry Forward Request - Social Services	663		
Children and Young People's Service			
Coleridge Primary: Expansion	969	Formulaic	CC
Tetherdown Primary: Expansion	2,045	Formulaic	CC
Coldfall Primary Expansion	(1,416)	Formulaic	CC
BSF Contribution TCF WHL	964	TCF	CC
Computers for Pupils	336	Standards Fund	CC
Children's Centres Phase I	(237)	Sure Start Capital Grant	CC
Children's Centres Phase II	955	Sure Start Capital Grant	CC
Rokesley Infant & Junior expansion Phase I,II, III	(345)	Formulaic/s.106	CC
Alexandra Park Expansion	(117)	Formulaic	CC
Campsbourne Primary Phase III	(1,011)	Formulaic	CC
Crowland Uninsured Costs	(160)	Formulaic	CC
Devolved Formula Capital (for schools)	(1,354)	Devolved Capital	CC
Strategic Technologies	(118)	Standards Fund	CC
Big Lottery Fund	(458)	New Opportunities Fund (NOF)	CC
Plevna & Triangle	(108)	New Deal for Communities (NDC)	CC
Building Schools for the Future	(806)	Building Schools for the Future (BSF)	CC
Other variations	(39)		CC
Total Carry Forward – Children and Young People's Service	(900)		
Grand Total	6,637		

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Report Title: **Connexions services from April 2008**

Report of: **The Director of Children and Young People's Service**

Wards(s) affected: **All**

1. Purpose

- 1.1 To seek CAB support for the proposals on the future direction of Connexions Services from April 2008 in Haringey.

2. Introduction by the Executive Member for the Children and Young People's Service (if required)

3. Executive Summary

- 3.1 Connexions services are currently delivered by the Connexions North London Partnership which from April 2008 will become the responsibility of the Local Authority. The value of Connexions work in 2007-08 is £2,456,104 which is determined through a national funding formula. The level of grant from 2008 is not yet known but assuming it is at a similar level to previous years it will be in the region of £2 million, excluding around £0.45 million for PAYP which transferred to the Local Area Agreement in April 2007.
- 3.2 Connexions services provide all young people in Haringey aged 13-19 and up to 25 for those with special educational needs, information, advice and guidance around education, employment and training (careers advice and guidance). The service is currently delivered through a sub contract with Prospects Services Limited and through Connexions centrally employed staff including Personal Advisers. This is a detailed report which gives the process that has been followed in developing the proposal and the implications of the recommendations.
- 3.3 The proposal is that from April 2008 Connexions Services will be delivered in a different way. The proposal builds on the 14-19 developments, the work of the Children's Networks, and will contribute to achieving the targets in the Local Area Agreement, for example around young people who are NEET. The proposal is subject to a procurement process but Appendix 3 gives a useful summary of how services could be delivered under this proposal.

4. Recommendations

- 4.1 To commission the schools (secondary and special), the sixth form centre, further education providers (Conel) and the youth service to deliver universal services of information, advice and guidance to all young people aged 13-19, and up to 25 for those with special or additional needs who are registered at the school/ centre/ college/service against a contract specification.

- 4.2 To review the current 'drop in' facilities for young people through Connexions eg multi agency centre in Wood Green library, Connexions, Tottenham High Road, with a view to enhancing facilities and considering what synergy there is with existing Council Services in the area.
- 4.3 To provide a focused central team of Personal Advisers who are allocated to work in Children's Networks to deliver outreach services, for example to young people who are educated other than at school aged 13-19 years, and NEET aged 16-18 years, where appropriate working through host organisations such as CAMHS and YOT.
- 4.4 To establish a central team to provide an overview of Connexions services and in particular to:
- ensure that young people are active in developing and improving service provision;
 - quality assure information, advice and guidance;
 - ensure that 14-19 developments are integral with Connexions services;
 - oversee workforce training and development to meet national standards;
 - monitor the contracts;
 - provide quality assurance;
 - ensure high quality impartial information for Years 9, 10 and 11 and appropriate access electronically to careers information.
- 4.5 To ensure that in all aspects of Connexions services, young people are active in consultations, recruitment, and quality assurance processes;
- 4.6 To commission CCIS services (mandatory requirement) for monitoring NEET, analysing and reporting and tracking young people and use the information to produce reports.

Report Authorised by:



Sharon Shoemith
Director
The Children and Young People's Service

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5. Director of Finance Comments

- 5.1 The Director of Finance notes that the funding receivable for the additional responsibilities of the authority in respect of delivering Connexions services, whether through a commissioning process or directly, are to cover the full cost of the service including all management and administration costs, monitoring costs and overheads, across all services involved, including corporate costs.
- 5.2 The risk in respect of a potential pensions deficit is of concern, and the Director of Finance will be directly involved in agreeing the way forward to ensure that the Council is not exposed to additional liability.

6. Head of Legal Services Comments

- 6.1 The Head of Legal Services has been consulted on the content of this report. The framework for the change to Connexions provision established as a result of the publication of Youth Matters is set out within the report and needs no specific legal comment. Paragraphs 9.1 and 9.2 accurately reflect the necessary considerations regarding the transfer of staff under TUPE and the particular issues that could arise regarding pension provision, which should be broadly comparable within the new employment.

7. Local Government (Access to Information) Act 1985

- 7.1 Documents used in the preparation of this report include:
- Youth Matters: Next Steps 2006
 - Targeted Youth Support Toolkit 2006
 - Draft National Quality Standards for Information, Advice and Guidance 2006
 - Targeted Youth Support – a guide 2007

8. Strategic Implications

- 8.1 Currently Connexions services are provided for young people 13-19 and 25 in the case of those with special educational needs. They also provide a targeted service for young people who are Not in Education, Employment or Training (NEET). It is essential that there is no break in service delivery and that quality levels are maintained and where possible improved.
- 8.2 The changes should be set against a background of change for 14-19 curriculum provision and the development of targets through the Local Area Agreement. The curriculum changes will also enable considered strategies to prevent NEET through better choices at 14 and 16 and greater synergy across a wider range of services through the Children's Networks.
- 8.3 There is a range of different ways in which the Connexions services could be delivered from April 2008. Haringey indicated to Government Office for London (GOL) that we were looking at a hybrid model which would include elements of a wide range of methods of delivery. This gave the maximum flexibility to explore different arrangements to best meet the needs of young people. CEMB received reports on Connexions Services in October and December 2006, January and April 2007.

9. Financial Implications

- 9.1 The budget for Connexions 2008 is set by a national funding formula and has not been set for 2008-09 but is likely to be at a similar level to previous years.

Connexions Grant Allocation to Haringey			
2005-06	2006-07	2007-08	Estimate*
£2,405,754	£ 2,653,484	£2,456,104	£2,053,580

* Estimated by taking an average of the previous three years and excluding PAYP funding (£451,534 in 2006-7) which transferred to the LAA in April 2007.

- 9.2 Any proposal for delivering Connexions services will be subject to a planning process which will include careful costing of each strand. However there will be a finite amount of grant funding and this will require service delivery to be within that amount.
- 9.3 Achieving Best Value will be central to any commissioned services and procurement will provide challenge through best value review.
- 9.4 Exactly how the funding will be made available has not been finalised but it is most likely that this will be through the LAA.

10. Legal Implications

- 10.1 The delivery of Connexions services post April 2008 will be the responsibility of Haringey and we will be accountable for the delivery of information, advice and guidance (IAG) to all young people 13-19, and especially those at risk of becoming NEET or who are NEET, and up to 25 for those with special educational needs. Delivery is against National Standards for IAG. One of the ultimate performance indicators is the number of young people who are NEET. This accountability is most likely to be through the LAA.

11. Personnel Implications

- 11.1 Assuming that the recommendations are accepted there will be personnel implications for the transfer of Connexions Personal Advisers both those currently employed by Prospects to deliver for Haringey young people and those who are directly employed by Connexions. Discussions have taken place with Personnel and a timescale of 6 months (from the point a formal decision has been made) to obtain/exchange information about staff to complete the consultation process and possible transfer of affected staff to the Council is proposed. The TUPE arrangements would commence in September 2007, with full transfer of staff completed by the end of March 2008.

Pensions

- 11.2. There may be a potential pension deficit if the pension terms of TUPE staff are higher than those of the borough. Initial investigations indicate that this will not be the case, however this has yet to be officially confirmed. It will be Connexions' responsibility to identify any pension differences and scheme transfer costs in the first instance with advice from their actuaries. Haringey's pensions section would then involve the Council's actuaries and the two sides agree a way forward.

12. Equalities Implications

- 12.1 Connexions services are delivered to all young people with a targeted service for those most at risk of becoming NEET, for example through special needs, mental health issues, teenage mothers and those who leave school with one GCSE qualification. Earlier intervention could help to reduce the number of young people who become NEET, especially when this is coupled with 14-19 curriculum developments and greater integration of services for young people. The number of young people who become NEET in Haringey are concentrated in particular Wards which are linked with social deprivation indices.
- 12.2 Connexions data on the ethnicity of young people who are NEET is incomplete but in January 2007 of those whose ethnicity was known, the largest ethnic groups of young people who are NEET was White British (23.5%), any other White (19.4%) Caribbean/White and Black Caribbean (15.9%).
- 12.3 There are currently more females who are NEET than male (52%).

13. Consultation

- 13.1 Haringey has a transition period to develop services to ensure that they meet the needs of young people and are of high quality. In framing the direction of travel there is a consultation exercise with young people, their parents and other stakeholders to determine views on current provision and to consider their aspirations for future provision. This has been carried out by the Corporate Consultation Team.

14. Background

1. Connexions services currently delivered through Connexions North London Partnership will become the responsibility of the Local Authority from April 2008. How these services are delivered is up to Haringey to determine in consultation with young people and stakeholders.
2. The current value of the Connexions work in 2007-08 is £2,456,104 this is determined through a national funding formula. In 2005-06 the grant was £2,405,754 and in 2006-07 £2,653,484. The level of grant from 2008 is not yet known but assuming it is at a similar level to previous years it will be in the region of £2 million excluding around £0.45 million for PAYP which transferred to the Local Area Agreement in April 2007.

3. A shared arrangement with the other London Boroughs in the consortium was considered in the early stages (Summer – Autumn 2006) of the development of the transition plan. This was not supported by all four Boroughs. Waltham Forest commissioned a feasibility study to assess the viability of partnering with the Connexions East London Consortium in the wake of the Olympics and is proposing this option. Enfield has indicated that they are going to in-source all Connexions Services specified by the DfES. Therefore this was not a viable option.

4. In essence for Haringey, Connexions services can be divided into four key areas.

A) Universal services current value £966,000

5. Currently these services are sub contracted through Prospects Services Limited a careers company. They deliver universal services through schools and drop in centres. The service is to young people 13-19 and comprises information, advice and guidance which include work on the September Guarantee, the drop in centre in Tottenham, support for vulnerable groups like LDD provision, NEET tracking and monitoring and advice for parents at school based parent evenings. In addition Prospects provides in-service training and support on careers and produces careers materials.

B) Targeted Directly Delivered Services current value £857,562

6. Connexions directly employ 27 Personal Advisers as part of the borough delivery team who work through host agencies such as CAMHS and YOT. The targeted support service work specifically with hard to reach young people especially those young people who are NEET or likely to become NEET in the age range 16-18. They track NEET and also provide support for example, through the Multi Agency Centre in Wood Green library.

C) Positive Activities for Young People (PAYP) current value £451,534

7. Diversionary activity holiday programmes are targeted at young people at risk of involvement in crime. This programme was subsumed into the Local Area Agreement from April 2007.

D) Other Connexions Services current value around £378,388

CCIS

8. This is a management information and data system which is used to track young people in employment, education and training. Maintaining the CCIS system will be a mandatory element of future Connexions services.

Contract monitoring and quality assurance

9. This is an essential element of any performance management process and would need to be continued to ensure high standards of service delivery to young people.

Participation of young people in evaluating, developing and governing services

10. Young people's direct input in quality assurance and consultation with young people as well as quality marking provision would be an essential element of future service provision.

Information

11. Connexions offers impartial information in a range of formats on post 16 provision and this should continue to ensure a measure of independent advice and guidance to young people and would be part of the quality assurance role.

Workforce development

12. It is essential that all staff working with young people are appropriately qualified and have met specified standards for training and professional development.

Employer links

13. Developing employment opportunities for young people through work based learning, volunteering and job brokerage.

Services from April 2008

14. There is a range of different ways in which the Connexions services could be delivered from April 2008. Haringey indicated to Government Office for London (GOL) in December that we were looking at a hybrid model which would include elements of a wide range of methods of delivery. This gave the maximum flexibility to explore different arrangements to best meet the needs of young people in Haringey. However, central government are placing mandatory requirements on some aspects of future Connexions services such as the Connexions brand name must remain, the continuation of the CCIS information system will be a requirement and there are National Standards for the operation of information, advice and guidance services which have to be met.
15. Alongside the consideration of delivery models there has been an extensive consultation exercise carried out by the corporate Consultation Team to collect and analyse the views of young people, parents/carers, schools, providers and other stakeholders. The consultation is twofold, firstly to get a wide view of provision locally in terms of current provision, and secondly, what they would like from a future service. This has been carried out using a structured questionnaire and interviews as well as a consultation through the Youth Council.
16. Connexions services can be delivered in a variety of ways from April 2008 and the four North London boroughs are all engaged in developing options, preparing proposals and making transition plans. In previous years a partnership has existed for the careers contract but through the transition process most boroughs are exploring the development of their universal information, advice and guidance services through schools and post 16 providers.
17. A summary of the options and recommendations from April 2008 is given in Appendix 1. In Appendix 2 there is an analysis of the risks and issues together with proposals for mitigating actions. Appendix 3 gives a broad overview of service delivery from April 2008.

Universal Services from April 2008

18. The recommended proposal is that the secondary and special schools, the sixth form centre, further education providers (Conel) and the Youth Centres would be commissioned to deliver the universal information, advice and guidance services and some aspects of the targeted support service. The current provision through the Multi Agency Centre in Wood Green library would be enhanced. A feasibility study would be commissioned into the future use of the Connexions Tottenham drop-in centre, including whether this would be better located elsewhere and what synergy there is with existing Council Services in that area. If this review concluded that the service is feasible then we would seek to use the two Centres for the targeted work with bases in Wood Green and Tottenham.
19. A robust performance management framework will be introduced which we are proposing will be monitored centrally to ensure that the commissioned universal information, advice and guidance services will be accountable for quality assurance and control.
20. Schools in particular are very keen that the operational providers of services retain a level of autonomy as they believe that is beneficial to the attainment, welfare and progression of the young people (Draft Report from consultation with Headteachers).

Targeted Directly Delivered Services from April 2008

21. There are currently 27 Personal Advisers employed directly by Connexions delivering services to reduce NEET amongst those aged 16-18, in many cases working through host organisations such as CAMHS and YOT. The recommendation is that a review is undertaken of the effectiveness of these targeted services. Where they are working effectively services could continue to be commissioned through host organisations but this is also an opportunity to consider new approaches.

PAYP

22. Positive Activities for Young People provides holiday activity programmes for young people

particularly those at risk of crime. The funding for this service was transferred into the Local Area Agreement from April 2007. PAYP could be developed through a commissioning model against a needs analysis.

CCIS

23. Some aspects of service delivery are mandatory one of these is CCIS services which is a management information system used to track, monitor and report on the destinations of young people in terms of education, employment and training. This could be commissioned from an external provider such as Connexions although there are moves to look at CCIS systems pan London. The data from CCIS is used to collect and monitor NEET levels across all London boroughs and the UK.

Central Services

24. We would propose to retain a core central service responsible for contract monitoring, maintaining an overview of Connexions services, delivering the important QA role and monitoring of provision, ensuring that young people are able to contribute to developing and improving the service, co-ordinate the provision of impartial information, ensure that effective workforce development is in place, including mandatory training and staff development is in place to meet the IAG standards. Central to this work would be ensuring the active participation of young people through evaluating service delivery and establishing mechanisms to enable better consultation on provision. These developments would be linked with current 14-19 developments which are central to better addressing vocational choice and provision in Haringey for young people. The aim of these developments 14-19 being to help to prevent young people becoming NEET and ultimately to help to prevent worklessness in the borough.
25. Developing effective links with employers is an area which we would like to develop in tandem with the 14-19 developments, with increased vocational course choice and provision, we also need to ensure that young people can make better informed choices through experience of work placements and work experience. There is the possibility of commissioning this aspect of work from local organisations like the Education Business Partnership.
26. Workforce development could be integrated with existing systems for training and development.

15. Conclusion

This is an important opportunity to consider the future delivery of Connexions services in Haringey. It is closely aligned with developments locally and nationally 14-19 which will enable young people to have a greater range of choice in terms of vocational provision and opportunities. It will also contribute to better preventing of young people becoming NEET. The recommendation is for a hybrid model which includes some aspects of services commissioned, other delivered centrally through the development of existing Council services.

16. Appendices

- Appendix 1 gives a summary of the service aspects and recommendations for 2008 onwards.
- Appendix 2 gives an analysis of the risks and issues that have been identified together with the mitigating action.
- Appendix 3 gives an outline of what it is proposed Connexions Services will be like from April 2008.

APPENDIX 1

Summary of Connexions Services and Recommendations

The chart below outlines the services currently the responsibility of the CxNL partnership which the authority will assume delivery responsibility in 2008, the current cost of these services where figures could be obtained, and a summary of the delivery options and recommendation.

Services currently provided by Connexions North London Partnership, which will be the Local Authority responsibility to deliver from April 2008.	Current Cost of Service Based on Figures for 2006/7	Option 1 – Maintain status Quo	Option 2 – Total In sourcing Model	Option 3 – Total Outsourcing /Commissioning Model	Recommendation
<p>Universal Subcontracted Service:</p> <p>Universal services delivered through schools and drop-in centres</p> <p>Information Advice and Guidance delivered through Prospects September Guarantee</p> <p>Drop-in Centre (Tottenham)</p> <p>LDD Provision (Section 140 Assessments)</p> <p>NEET Tracking and Monitoring</p> <p>Inset Training around Careers</p> <p>Advise parents during parents evening</p> <p>Produce careers material</p>	<p>£966,000</p>	<p>Haringey returns funds to CxNL for Prospects subcontract with additional performance management requirements inline with borough targets.</p> <p>This is the position agreed for 2007-08 but because of the inter-relationship of the four North London Boroughs in the Consortium this becomes a less viable option 2008 onwards as the other boroughs are not planning for this option.</p>	<p>Haringey subsumes funds through the LAA delivering the service centrally.</p> <p>This goes against the strategic commissioning role for LA as proposed in the Children Act 2006.</p>	<p>Haringey commissions service out through a contestable commissioning process (subject to best value review)</p> <p>Commissioning the universal services through schools, special schools, the sixth form centre and youth service would enable better early intervention and this could also be linked with the 14-19 developments and NEET prevention strategies. It would also enable better support for young people with special needs.</p>	<p>Recommend that secondary and special schools, the sixth form centre, further education providers (Conel) and the youth service are commissioned to deliver universal information, advice and guidance to young people as part of our Integrated Youth Support Services and 14-19 strategy.</p>
<p>Targeted Directly Delivered Services</p> <p>27 Directly Employed Personal Advisors (Borough Delivery Team) – Working through host agencies, such as CAHMS and YOTS</p> <p>Targeted support service</p> <p>NEET Reduction in age range 16 -18, conducted through Personal Advisor range of advice an guidance interventions including:</p> <p>Housing</p> <p>Health</p> <p>Mental Health</p> <p>Employment</p> <p>Teenage Pregnancy</p> <p>Targeted school based PA's</p> <p>Multi- Agency Centre</p> <p>NEET Tracking</p> <p>September Guarantee</p>	<p>£857,562</p>	<p>Haringey returns funds to CxNL to deliver service, with additional performance management requirements inline with borough targets.</p> <p>Connexions are the lead for NEET reduction and targets have so far not been met for Haringey.</p> <p>Unless all four boroughs buy into Connexions services the potential overheads become prohibitive to service delivery.</p>	<p>Haringey subsumes the fund through the LAA delivering services centrally.</p> <p>A central team could be targeted and linked with existing strategies eg reducing the number of teenage mothers who are NEET. Better synergy with existing Councils services could be explored eg Multi Agency Centre at Wood Green library.</p>	<p>Haringey commissions service out through a contestable commissioning process (subject to best value review)</p> <p>Some commissioning of services would be desirable through partners and 14-19 provision including the youth service, YOT etc but this would be tied into the overall Council strategies on the reducing number of young people who are NEET and ultimately workless in Haringey.</p>	<p>Both commissioning of services through partners and 13-19 provision tied to the wider Council strategies and retaining a small central team for targeted prevention and intervention around LAA targets and NEET reduction working across Council services.</p>

<p>PAYP:</p> <p>Diversionary activity holiday programme, targeted at young people at risk of involvement in crime.</p> <p>Subsumed into LAA, funding attached to NEET reduction target and stretch target.</p> <p>Ml system Training Quality assurance</p>	<p>£451,534 (this funding has been subsumed into the LAA from 2007)</p>	<p>Haringey returns funds to CxNL for delivery of diversionary/NEET activities, with additional performance management requirements inline with borough targets.</p> <p>This is the position for 2007-08 to enable the systems and processes to be developed. All Council services bid to deliver diversionary activities over the holiday period which currently are primarily delivered by the youth service, YOT, leisure and recreation services and are led by service plans.</p>	<p>Haringey subsumes the fund through the LAA directly delivering the PAYP programme.</p> <p>From 2008 through the LAA systems and processes will be in place to deliver the PAYP programme across all Council services. This could be closely aligned to a needs analysis and ultimately focused on reducing young people at risk of becoming NEET and meeting LAA targets.</p>	<p>Haringey commissions service out through a contestable commissioning process (subject to best value review)</p> <p>Some commissioning of services would be desirable to deliver against the identified needs but monitored and led by LAA targets.</p>	<p>There needs to be some central co-ordination and commissioning through the LAA to link with the targets and meet needs analysis. This could lead to commissioning services through contestable commissioning and also through direct commissioning of Council services.</p> <p>Quality assurance systems and information systems would be needed to enable thorough evaluation of the programmes.</p>
<p>THE SERVICES LISTED BELOW ARE FUNDED THROUGH THE A MIXTURE OF HARINGEY'S FINANCIAL CONTRIBUTION TO CORE STAFF COSTS AND SUPPORT TOTAL CxNL BUDGET COSTS (covering training, expenses, mobile phones and office overheads).</p>					
<p>CORE STAFF COSTS TOTAL : £206,176 CxNL COSTS TOTAL: £298,335 TOTAL: £504, 511</p>					
<p>CCIS:</p> <p>¼ Contribution to the cost of 3 member MIS team</p> <p>Maintenance of a Client Management System</p> <p>Monitoring of NEET PSA</p> <p>Analysis and reporting</p> <p>Tracking young people</p> <p>Integrating MI systems</p> <p>Note: there may be central government restrictions on how the CCIS aspect of Connexions service is delivered.</p>		<p>Haringey returns funds to CxNL to deliver service, with additional performance management requirements inline with borough targets.</p> <p>CCIS is a specialist information system which is a requirement of the future contract arrangements 2008 onwards. This could be purchased through Connexions who are familiar with the system or through other suppliers.</p>	<p>Haringey assumes responsibility of CCIS, through possible enhancement of current schools database.</p> <p>In the first instance the CCIS system would probably be better purchased from a provider who is familiar with the system and processing to meet DfES requirements. There has been discussion of a pan London CCIS system at some future point.</p>	<p>Haringey commissions service out through a contestable commissioning process (subject to best value review)</p>	<p>Recommend that the possibility of purchasing this from Connexions or another supplier is considered at least for the first year.</p> <p>There are possibilities for economies of scale as more than one local authority could commission this service together. Discussions are taking place as to this possibility with other North London Boroughs.</p>
<p>Performance management</p> <p>Contract monitoring (Connexions of Careers Company Sub-contactors)</p> <p>Quality assurance framework</p>		<p>Haringey returns funds to CxNL to deliver service</p>	<p>Haringey assumes responsibility for this service through the contracting team or through a central quality assurance team.</p> <p>The development of a central team with a strategic commissioning role focused on contract management and quality assurance is in line with the recommendations of the Children Act 2006.</p>	<p>Haringey commissions service out through a contestable commissioning process (subject to best value review)</p>	<p>Contract monitoring, performance management and quality assurance will be essential and should be delivered centrally to meet the strategic commissioning role.</p>

<p>The active participation of young people in evaluating, development and governance of services.</p> <p>Consulting young people (surveys, e-voting, focus groups) Youth Mark Young people on recruitment panels Young People's Partnership Board</p>	<p>Haringey returns funds to CxNL to deliver service</p>	<p>Haringey assumes responsibility for this service through internal participation structures, such as the Youth Council and the development of additional Youth Boards and methods for active youth engagement.</p> <p>This would align well with existing Council strategy and service delivery.</p>	<p>Haringey commissions service out through a contestable commissioning process (subject to best value review)</p>	<p>Young people's engagement and participation would be a requirement of any commissioning and evaluation of services. Therefore it would be integral to service delivery and the evaluation of practice. It also aligns with current developments through the Youth Council and Youthmark (a QA system delivered by young people).</p>
<p>Information on opportunities for young people</p> <p>LOIS system 'Fast Tomato' careers software Year 11 and 12 information packs Post 16 events</p>	<p>Haringey returns funds to CxNL to deliver service</p>	<p>Haringey assumes responsibility for this service through a central team.</p> <p>Developments 14-19 mean that this is already happening through a variety of information systems and these could be enhanced.</p>	<p>Haringey commissions service out through a contestable commissioning process (subject to best value review)</p>	<p>Developments 14-19 and in IT mean that information on courses and programmes across Haringey and London wide are readily available. It is important that the provision of information for young people is readily available but also is impartial and independent as providers could have a vested interest in young people attending their provision. Therefore these systems will be further developed.</p>
<p>Employer services:</p> <p>Building links with employers, developing employment opportunities for young people through;</p> <p>Cross-sector coordination Work - based learning Employer liaison Job brokerage Volunteering</p>	<p>Haringey returns funds to CxNL to deliver service</p>	<p>Haringey assumes responsibility for this service through a central team.</p> <p>Developments 14-19 mean that this is already happening through a variety of vocational provision and volunteer programmes eg millennium volunteers through the youth service.</p>	<p>Haringey commissions service out through a contestable commissioning process (subject to best value review)</p>	<p>Developments 14-19 through vocational course provision would be enhanced to provide better links with employer services.</p>
<p>Communication and Marketing</p> <p>Consultation and electronic voting events Marketing materials and events My connexions handbook Website management and development Maintaining links to Connexions direct 24/7 service</p>	<p>Haringey returns funds to CxNL to deliver service</p>	<p>Haringey assumes responsibility for this service through a central team.</p>	<p>Haringey commissions service out through a contestable commissioning process (subject to best value review)</p>	<p>Children and young people's information systems will be further developed to enable better communications and marketing this would be linked with corporate information services and information opportunities identified earlier.</p>
<p>Workforce development:</p> <p>PA Qualifications Training and professional development to specified standards (including inter-agency training requirements) Continuous learning and improvement (e.g. Observation of practice) Assessment services</p>	<p>Haringey returns funds to CxNL to deliver service</p>	<p>Haringey assumes responsibility for this service through a central team.</p> <p>This could link in with existing workforce development plans for those who work with young people.</p>	<p>Haringey commissions service out through a contestable commissioning process (subject to best value review)</p>	<p>The workforce development would be a requirement of any commissioning process. This would ensure a well trained and up to date workforce able to provide high quality services to young people. It could also be linked with further/higher education course provision.</p>

Appendix 2: Risks and Issues

Category	Probability	Impact	Risk	Mitigation approach
Connexions Services will be adversely affected if the London Borough of Haringey does not allocate adequate resources to the transition process.	High	High	High	Connexions transition will need to be planned into Haringey's Children and Young People's Business Plan to ensure resources are appropriately allocated for the transition and beyond.
Potential loss of staff during the transition due to uncertainty concerning future posts.	High	High	High	Regular communication with Connexions staff/Prospects staff as part of stakeholder communication and to establish a good working relationship with staff likely to be transferred. To get agreement to the transfer process.
Possibility of Judicial Review/ Legal Challenge from CxNL	Medium	High	Medium	Haringey will need to ensure a robust planning approach, ensuring options pass best value review, and ensuring consultation with young people is integral to the process.
NEET levels rising during the transition if the focus and/or resources applied to reducing them falls during or after the transition.	High	High	High	The borough will need to resource keeping the priority/focus high on having a robust NEET strategy and maintaining good working relations between providers and the authority.
The viability of Connexions North London from April 2008 will be questionable. Connexions have indicated an intention to further develop and widen their services and become a separate business.	High	High	High	Following on from receipt of final transition plans, Connexions North London will need to determine its future direction and communicate this to the boroughs. If they determine to continue as a business they will have to change their name as Connexions as a brand is part of the transfer to the Local Authorities.
Feedback from specific targeted groups in consultation may be difficult to obtain from those identified as hard to reach eg Travellers.	Low	Low	Low	Specific mediums/forums by which these groups can be consulted with must be mapped early on along with engagement strategies to use.

Appendix 3: What will Connexions Services be like from April 2008?

The process of establishing the structure and delivery mechanisms which will support the proposals in this report are part of the transition process to April 2008. This is a draft outline of the proposed plans to date.

Service	Target Group	Delivery	Performance Measures/Impact
Universal Information, advice and guidance services	All young people 13-16 registered at a Haringey school (secondary/special)	Young people and their parents/carers will receive high quality impartial information, advice and guidance that will be integrated with school provision for options and subject choices, especially as 14-19 developments roll out with intensive support for key transition points. This is likely to be through a Service Level Agreement with schools.	Targets will be set around contact and engagement with young people, information, advice and guidance for courses, course completion, results at 16, post 16 destinations, as well as processes such as completion of necessary forms. There will also be quality assurance of provision and young people will be actively engaged in assessing the provision/service. Links with employers and business. Prevention of NEETs at 16. Contribution to the achievement of LAA targets.
Universal Information, advice and guidance services	Haringey young people 16-19 and up to 25 with SEN who access post 16 education and training through school sixth forms, the sixth form centre, further education providers (Cone) and work based learning.	Young people and their parents/carers will receive high quality impartial information, advice and guidance regarding education, training and employment opportunities, especially as 14-19 developments roll out. Support will be pro-active and focused on any student whose attendance puts course completion at risk. A commissioning model is being discussed.	Targets will be set in terms of information, advice and guidance to continue the engagement of young people, in course completion, results at the end of the course, as well as processes such as full completion of necessary forms. There will also be quality assurance of provision and young people will be actively engaged in assessing the provision/service. Links with employers and business. Prevention of NEETs 16-19. Contribution to the achievement of LAA targets.
Targeted Information, advice and guidance	Young people 13-19 and up to 25 with SEN who access youth service provision or drop in centres at Wood Green and Tottenham.	Young people will receive high quality support to access impartial information, advice and guidance where they are not currently in education or training, not in a mainstream school place, or may feel unable to access support from other universal providers. Would include access to out of work hours services, probably electronically. This is likely to be through a Service Level Agreement.	Targets set in terms of re-engagement of young people with the process of obtaining information, advice and guidance and the continuation of their education and training. Links with employers and business. Prevention of NEETs 16-19. Contribution to the achievement of LAA targets.
Intensive Intervention information, advice and guidance	Young people 13-19 and up to 25 who have a special need where there are additional factors which could impact on their engagement such as mental health, teenage pregnancy.	Targeted support with named young people referred through the Common Assessment Framework, as needing additional support to access/re-engage with their education and/or training. This will be part of the central referral and support system operated in each of the Children's Networks. Aspects of the support service could be commissioned through services like YOS and CAHMS.	Targets set in terms of re-engagement of young people to continue their education and training or to gain employment. Links with employers and business. Prevention of NEETs 16-19. Contribution to the achievement of LAA targets.
CCIS data tracking system	All young people are recorded on a pan London database to enable tracking of progression post 16.	Intensive support with named young people and their parents/carers who are NEET and need intensive support to re-engage with their education and/or training. This would be part of the central referral and support system but because of the specialist nature of the intervention may be best delivered through a Connexions (LA) central team. Work is underway to develop the CCIS system pan London. Kensington and Chelsea is the lead borough for this work. North London current Connexions Services are likely to 'bid' to provide CCIS tracking services and reporting of data as required by the DFES. This work would be commissioned.	Targets set in terms of the delivery of the CCIS data and meeting reporting arrangements.
Quality Assurance	Systems and processes for delivery to all young people.	All providers and contracts would be subject to a quality assurance process to ensure that high standards are in place and there is no 'dip' in service during the transition. Young people would be part of the QA process.	Targets set in terms of QA visits, observations of practice, report on each provider and the quality of engagement with young people and their parents/carers.
Performance management & workforce development	All staff	All staff will be part of a performance appraisal system which includes support for training and development. Personal Advisers (PA) working with young people will be required to have access to specified central training and qualifications.	Targets set in terms of PA qualification levels and access to training and development.
Communications and marketing and provision of careers information	All young people	Access to high quality information will be essential to continuing the high profile brand of Connexions, much of this will be web-based. Aspects of this work would be contracted.	Range of publications and documents which align with 14-19 developments. Co-ordination of careers event/events for the borough.

Links with employers through job brokerage, work based learning, volunteering and employer liaison will be part of all provider's roles but this will need co-ordination and is being discussed further with the voluntary sector and careers companies.

Cabinet**On 19 June 2007**Report Title: **Haringey Catering Services**Forward Plan reference number (if applicable): **[add reference]**Report of: **The Director of the Children and Young People's Service**Wards(s) affected: **All**Report for: **Decision****1. Purpose**

- 1.1 To advise Members on the in-house school meals service, Haringey Catering Services, and to set out proposals for its operation in the coming year, 2007/08, in the light of national and local developments.

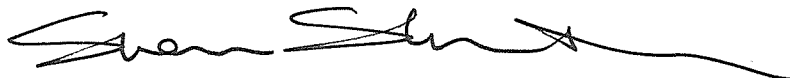
2. Introduction by Cabinet Member

- 2.1 This report addresses the impact of the potential equal pay settlement on Haringey Catering Services. While for some schools and parents the price rises recommended in this report will be steep, the proposal to phase the increase will allow schools time to plan. I will ensure that officers consult further with schools before bringing back proposals to set prices for 2008/09 and for any variations in the funding arrangements for school meals.

3. Recommendations

- 3.1 School meals charges for Haringey Catering Services for 2007/08 to be set as shown in paragraph 7.6. These include a recommended charge per meal which schools using the service will be required not to exceed.

Report Authorised by:



Sharon Shoesmith
Director
The Children and Young People's Service

Contact Officer:

Ian Bailey
Deputy Director, Business Support and Development
020 8489 2450

4. Executive Summary

- 4.1 The schools meals service (Haringey Catering Services) has in recent years encountered budgetary difficulties, despite its success in implementing healthy meals. The implementation of a recovery plan has so far been successful though the cost of the upcoming equal pay settlement presents a serious risk.
- 4.2 This report updates Members on the background to current arrangements and the national context, before setting out the implications of the equal pay settlement. The level of charges to schools and prices charged to parents are recommended in the light of the latest estimates of the cost of the equal pay agreement.

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 The existing school meals service, Haringey Catering Services, was set up in its present form in September 2003, following a failed attempt to outsource the service. The outsourcing failed for two primary (and related) reasons:
- schools' unwillingness to sign up in sufficient numbers to a long-term contract with a single provider;
 - lack of response from the market. Only one bid was received and this was alarmingly high.

The service currently provides a school meals service to 59 primary schools and two nursery schools and children's centres and two secondary schools. It also supports breakfast clubs at a number of schools. 261 staff are employed in the service.

The cost of school meals as charged to schools, alongside the recommended charges to pupils, is as set out in the following table:

	Charge to Schools	Recommended Price
Infants	£1.96 per meal	£1.65 per meal
Juniors	£1.96 per meal	£1.70 per meal
Secondary Schools	N/A (Cash Cafeteria)	

Schools are free to choose either the in-house or an external provider, or to manage the service directly. The current position is summarised in Appendix 1.

Schools are funded, through Dedicated School Grant (DSG), on the basis of a formula 75% based on Free School Meals take-up and 25% on pupil numbers. From this allocation schools fund free school meals and should subsidise the cost of paid meals. In practice, most schools charge more than the recommended price per meal.

School Menus have been subject to ongoing revision and improvement since 2001. The catering service has, and continues to work closely with Haringey Primary Care Trust and Standards and Inclusion colleagues to promote a Healthy Schools Initiative. Many of the recommendations resulting from Jamie Oliver's Campaign and standards set out by the new School Food Trust were introduced in advance of national requirements in Haringey primary and secondary schools. Levels of saturated fats, salt and sugar have been reducing since 2001 in all schools and the consumption of fresh fruit and vegetables has risen. In September 2005, all less healthy processed food options, many of them very popular with children (Turkey Twizzlers were never on our menus) were either removed from the menus or substituted with more healthy alternatives eg fish products with added omega 3 oils. Approximately 75% of all primary school food is now home made to recipes meeting all the current guidelines. The guidelines are summarised in Appendix 2.

Meal numbers initially fell in many schools as pupils initially rebelled at the loss of their favourite choices. This was a national trend (known as the "Jamie Oliver effect") but we are now seeing meal numbers rise again in most schools. Packed lunches are not exempt and most schools have been very pro-active with parents to discourage the provision of confectionary items, savoury snacks and high sugar drinks.

Many Secondary schools saw a drop in income as crisps, confectionary items, fizzy drinks and daily chips were removed from their menus. The recovery in some secondary schools is slower, as student access to nearby outside facilities is available over the lunchtime period. There is now evidence however, that numbers and income is rising as children come to accept the new choices.

Teachers and parents continue to be very supportive with regard to healthy eating, the new menus and the service as a whole.

7.2 For 2007/08 Haringey Catering Services' cash limit requires a £217K contribution to corporate overheads on a gross turnover of £5m per year. Meeting this target in recent years has proved difficult, mainly due to the cost of meeting increasingly tight food standards and latterly due to the fall in demand as new healthier menus were introduced. Plans were made during 2005/06 to introduce a charge for clearing packed lunches, in order to meet an expected shortfall in 2006/09. Following adverse local newspaper reporting of this proposal in early 2006, this policy was reviewed in consultation with the Cabinet Member and the across-the-board charge was dropped.

7.3 In place of this a recovery plan has been implemented, based on:

- temporary subsidy of meal costs using Targeted School Meals Grant

- intensive marketing and healthy food promotions;
- cost reductions, including tackling reliance on temporary staff and improving flexibility;
- targeting schools with less than cost-effective meal servicing arrangements and low take-up of meals.

These measures have proved successful, with meal demand rising steadily since Autumn 2006.

7.4 Service level agreement

Concerns remain about the loose nature of current agreements between schools and Haringey Catering Services and in particular that many schools charge more than the recommended price for meals, deriving a net 'profit' from meals sales. In reflecting the impact of the equal pay settlement, Members will wish to keep prices as low as possible; we will accordingly propose as a condition of the Service Level Agreement (SLA) between the school and Haringey Catering Services that schools cannot charge above the recommended amount per meal. This price will be set to ensure that school meals funding covers the expected costs.

7.5 Equal Pay Settlement and its Impact

Haringey Catering Services will bear a very significant additional cost from the Equal Pay Settlement when agreement is reached. Negotiations continue, so it is not at this stage possible to calculate the detailed impact of this, but it is clear that the largely female, relatively high-skilled workforce can be expected to benefit from any settlement.

Clearly such additional costs when reflected in prices could reduce the volumes of meals sold and potentially threaten the viability of the service. However, schools must still serve meals. Even if schools exercised their right to out-source or to manage their service directly, staff would in practice still be transferred under TUPE regulations to the school or a new provider. Schools or the new provider would still be largely be liable for the on-going costs of the settlement

An alternative strategy would be to attempt a single out-sourcing of the service as in 2003. However, there is also no evidence, based on recent consultations with headteachers that sufficient schools would be willing to participate in a single contract exercise.

The national picture is as follows:

- 68% of schools have services from their local authority, via their direct service organisation (DSO);
- 17% have services from their local authority, via an external provider;
- 10% arrange their own services through an external provider;
- 1% arrange to undertake the service themselves (also known as "in-house");
- 1% undertake as above, but with other schools forming a local cluster. Some schools may receive their service from a central school.
- 1% receive services through a PFI arrangement.

(source: DfES/ Food Trust)

The positive side of the Equal Pay settlement is that it is likely to lead to a more stable workforce and to support moves to increase skill levels and therefore the quality of meals cooked with fresh ingredients.

7.6 Recommended charges

September is the time of year at which prices have historically been raised in Haringey. Ideally, from the service point of view, prices should be raised from April, the start of the financial year and thus at the point where charges and staff costs for Haringey Catering Services rise. However, an April price rise incorporating the impact of the expected equal pay settlement would have placed a disproportionate burden on schools with high percentages of pupils in receive of free school meals. This is because the whole cost of these meals must be borne by the schools. Although they receive DSG funding, this would not, we estimate, cover all of these costs.

Even with this later price rise, adding the costs of the expected equal pay settlement would drive very high price rises. Prices to parents could rise to between £2.13 and £2.76 per meal, depending on the details of the equal pay settlement.

On the basis of the above analysis, we consider it unreasonable to levy such charges in full in 2007/08. Instead, the Haringey Catering Services, as a traded service, should be permitted to carry forward deficits over future years, allowing 'stepped' price increases. This would also allow consideration of the formula for distributing funding, to assess if the disproportionate burden on high-FSM schools can be alleviated.

Accordingly, we recommend a stepped price increase on both per meal charge and price to parent. The per meal prices proposed for September to March are as follows:

Charge to school:	£2.20
Capped price to parent:	£2.00

We propose to follow common practice in schools and remove the differential between Infants and Juniors, though schools will be free to maintain this if they wish. At this price, we calculate that no school will be required to subsidise meals by more than the funding received. Although the capped price is a substantial increase when compared to the current recommended prices of £1.65 (Infants) and £1.70 (Juniors), it is less steep in comparison with the prices schools are currently actually charging.

The charge to schools will result in a trading deficit for Haringey Catering Services for 2007/08. In conjunction with the Acting Director of Finance we have reviewed plans for recovering this deficit while avoiding too steep year on year price rises. Even with the 'worse case' of six years equal pay back-pay / compensation, we calculate that the service can break-even within five years.

Prices for 2008/09 and beyond will be reviewed and proposed to Cabinet in late Autumn, by which time the impact of price rises on demand can be assessed and a

final equal pay settlement will be known. This will also allow time for a further round of consultation with schools.

8 Conclusions

8.1 Under present circumstances, we do not recommend a major procurement exercise to seek a single external contract for the schools using Haringey Catering Services, for two main reasons:

- lack of clear support from schools for a long-term agreement;
- concerns that the buoyancy of the market has not improved since 2003.

However we do propose to continue to review the market.

Prices will need to rise, but these rises should be stepped to avoid too high a year on year rise. The recommended prices are set out in paragraph 7.6. This will result in a deficit on Haringey Catering Services' accounts which will need to be recovered through price increases in future years.

9 Recommendations

9.1 School meals charges for Haringey Catering Services for 2007/08 to be set as in paragraph 7.6. This includes a recommended charge per meal which schools using the service will be required not to exceed.

10 Financial Implications

The impact of a substantial equal pay settlement does represent a significant financial risk for the catering service and the council. This will be mitigated by continued careful monitoring of costs and marketing of healthy meals.

11 Comments of the Acting Director of Finance

The funding for school meals has been delegated to schools, and the in-house catering service is, therefore, required to breakeven.

The Local Management Scheme delegates funding to schools, using a number of factors to reflect the different causes of financial pressures upon schools. The total level of funding available for LA school services is fixed by the Dedicated Schools budget, so that increased funding in one area will result in decreased funding being available in another area.

Any proposed change to the funding formula requires consultation with the Haringey Schools Forum and any formula change should only be made at the start of a multi-year period. The next opportunity is to revise the formula for 2008-09 but then not again until 2011/12.

To phase the price increases in gradually would seem pragmatic, and ease the transition. The Acting Director of Finance had been involved in on-going discussions and supports the proposed stepped price changes. It should be noted,

however, that for schools already charging £2.00 per meal, the price increase will result in an unplanned revenue budget pressure in 2007/08 which cannot be off-set by an increase to parents and will have to be managed by the schools affected in year.

Given the current uncertainty as to the final agreement with regard to the single status settlement, and the impact of changed prices on take up rates, any new meal charging policy will require careful monitoring. Future price increase, after the current year, will be re-assessed in the light of information available at that time.

12 Comments of the Head of Legal Services

The Head of Legal Services has been consulted on the content of this report. As the report makes clear maintained schools may opt to choose to obtain school meals from the in-house Council service, from an external provider or provide the meals themselves. In all cases meals must meet the nutritional standards set out in the Education (Nutritional Standards for School Lunches) (England) Regulations 2006, other than in maintained nursery schools or nursery units within maintained primary schools.

A robust service level agreement should be in place to regulate all aspects of the provision of the service provided by Haringey Catering Services. One of the conditions proposed in this report for the service level agreement is that schools purchasing the service should not charge above the amount per meal recommended by the authority. Section 533 of the Education Act 1996 provides that the governing bodies of schools with delegated budgets may charge for meals provided at the school. This power to make charges on the part of the governing body would not be fettered by a condition freely entered into regarding the SLA since the governing body is free to consider other options with regard to the provision of school catering.

Liability for the payment of back pay and/or compensation arising from settlement or agreement of equal pay claims for in-house staff providing school catering would rest with the authority. Should the in-house service be outsourced and the work force transferred, any outstanding liability for equal pay settlements would pass to the new provider. However, it is certain that a new provider would seek an indemnity in relation to any such historical liabilities prior to transfer of the service. Legal advice should be sought regarding any firm proposal regarding the out sourcing of the service. In addition the impact of the developing legal framework regarding equal pay matters in local government will need to be consistently monitored and taken into account in relation to the assessment of the cost to the service.

13 Equalities Implications

- 13.1 Healthy eating, including the availability of healthy school meals is central to improving the life-chances of disadvantaged children.

14 Use of Appendices / Tables / Photographs

- 14.2 Appendix 1: Current arrangements
- 14.3 Appendix 2: Standards for food in schools

Appendix 1

Current Service Arrangements.

Primary/Special/Nursery Schools.

- Haringey Catering Services provide a meal service to the majority of schools.
- The exceptions are:
 - St Michael's N6 (external provider - Scholarest)
 - St James N10 (packed lunch service only by parents)
Chestnuts & North Haringey Primaries which recently undertook the service themselves.
- One other primary school is currently tendering their service. (Lordship Lane)
- There are currently 49 primary school kitchens producing meals on site, including this year to date, Campsbourne and North Haringay.
- Tetherdown Primary will also have a new on site kitchen operational later this year.
- Three children's centres currently receive meals. The remainder undertake their own provision.
- The new centres at Plevna & Woodside have incorporated new kitchen/dining areas. Park Lane and Stonecroft centre kitchens have recently been upgraded and the new facilities at Broadwater Farm Nursery are now operational.
- The meals on wheels service, undertaken on behalf of Social Services, transferred back to Social Services in July 2005.

Secondary Schools/Academies

- Haringey Catering Services currently provide the service at Woodside High and Highgate Wood Secondary schools.
- Fortismere*, Gladesmore & Alexandra Park, use Scholarest.
- Hornsey Girls School uses Duchy/Hopkinsons.
- Northumberland Park uses OCS Catering
- Park View Academy uses Harrisons
- St Thomas More, Greig City Academy & John Loughborough undertake the service themselves.
 - * Scholarest have now given notice to Fortismere and will cease to provide their service at the end of this summer term.

Each of the above has its own on site kitchen and dining facilities. Schools using external contractors or undertaking the service themselves, are responsible for agreeing all contract terms and conditions (subject to approval by the Councils Legal Department). These may vary dependant upon service requirements, investment etc.

APPENDIX 2

A SUMMARY OF THE GOVERNMENT'S NEW STANDARDS FOR FOOD IN SCHOOLS

STANDARD:

DATE OF INTRODUCTION:

New interim food based standard for School lunches.

September 2006 (all schools)

More fruit & vegetables
 More oily fish
 Bread available daily
 Fresh Drinking water available at all times
 Healthier drinks. No sweetened soft drinks
 No: confectionary/savoury snacks
 Restricted: salt- no condiments on tables
 Restricted: fried food. Maximum twice in one week
 Restricted: manufactured meat products –minimum meat content. No offal.

The above standard includes packed lunches provided by the school or caterer.

Food based standards for schools - other than lunch

September 2007 (all schools)

As above but applicable to breakfast, mid-morning Breaks, tuck shops, vending & after school clubs

Nutrient-based standards for school lunches

**September 2008 - Primaries
 September 2009 - Secondaries**

Nutrient specifications to be shown on menus.
 Maximum levels to be set for total fat, saturated fat, Sodium/salt & sugar.
 Further information to be given for the above plus catering for pupils with allergies and special dietary needs.

Note:

- The above standards are mandatory.
- Schools have a legal responsibility to comply.
- Where budgets have been delegated, the ultimate responsibility for ensuring the standards are met lies with the school Governing Body.
- Parents, carers & pupils need to see the standards are being met
- Where packed lunches are provided by parents, Schools need to remind parents of the new standards and encourage “healthier lunch boxes”.

OFSTED will monitor the way schools approach healthier eating as part of their school inspection.

**REPORT TEMPLATE:
FORMAL BODIES &
MEMBER ONLY EXEC**

HARINGEY COUNCIL

Agenda item:

CABINET

19 June 2007

Report Title: **Provision in Haringey for the Gypsy and Traveller Community**

Forward Plan reference number (if applicable):

Report of: **Director of Urban Environment**

Wards(s) affected; **ALL**

Report for: **KEY DECISION**

1. Purpose

1.1 To consider and agree the recommendations of the CRE report "Common Ground" and the advice of the CRE in its feedback to Haringey, relating to services for Gypsies and Travellers and to agree the proposed strategic approach in Haringey.

2. Introduction by Executive Member

Haringey Council welcomed the opportunity to work with the Commission for Racial Equality on the important issue of Gypsies and Travellers. We are committed to improving the co-ordination of services to this group who are often living at the margins of society.

A key element of our response to the report will be to ensure services are overseen at a strategic level by an Assistant Director in the Urban Environment Directorate and that I will take responsibility for this area of work within the Cabinet."

3. Recommendations

3.1 In order to comply with the recommendations of the CRE report "Common Ground" and the advice of the CRE, in their individual feedback to Haringey:

3.1.1 That a Lead Councillor and Lead Officer at no less than second tier level be appointed to co-ordinate the Local Authorities work on sites and to ensure consistency and links to equality issues.

3.1.2 That the Borough's Gypsy and Traveller Service provision be more strategically sited under one second tier officer;

3.1.3 That the Gypsy and Traveller Joint Services Team meetings be chaired by an Officer at least second tier who shall determine the required attendance from statutory and voluntary sectors; and


3.1.4 That reports of the Joint Services Team be submitted at appropriate intervals to the Executive (i) on policy formulation, service delivery and a programme of familiarisation training and (ii) on consultation with the Gypsy and Traveller community;

3.2. That two separate categories for Gypsies and Travellers be included in all ethnic monitoring arrangements, and that steps be taken to encourage them to provide such information.

3.3 That the GLA be requested to allocate in the London plan Review sites, in each borough for Gypsies and Travellers to meet the accommodation needs of the community residing in or resorting to the London area established by Gypsy and Traveller Accommodation Assessments under the Housing Act 2004, and supplemented by including information of households in these ethnic groups accommodated as Homeless and recorded in the Notify system;

3.4 That the UDP Inquiry inspector's recommendations in respect of Gypsies and Travellers, and the adoption of the UDP with those recommendations incorporated, be noted.

Report Authorised by: Director of Urban Environment



Contact Officers: Philip Cunliffe-Jones, Planning and Regeneration Lawyer
Tricia Garwood, Head of Housing Strategy & Performance
Cecilia Hitchen, Deputy Director, The Children & Young People's Service
Inno Amadi, Snr Development Officer, Equalities & Diversity Division

4. Executive Summary

4.1 The CRE inquiry report "Common Ground" was published on 15th May 2006. Nine local authorities, of which Haringey was one, were the subject of in depth case studies. The report made 86 recommendations of which 42 were for local authorities. The summary report contains the key recommendations and in the case of local authorities

selects 22 of the 42 recommendations. The full list of 42 recommendations is attached as Appendix 1.

4.2 Legislative changes to the Housing Strategy under the Housing Act 2004 require every housing authority to carry out an assessment of the accommodation needs of Gypsies and Travellers. This duty and a statutory and definition of the terms Gypsies and Travellers for this purpose were brought into force on 2 January 2007 Practice Guidance on conducting Accommodation Needs Assessments is at draft stage .Final guidance is to be issued in the Spring of 2007 National Planning policy has changed giving the Regional Authority responsibility for identifying the number of pitches required for each borough (but not their location) and a strategic view of needs across the region.

4.3 A London wide Needs Assessment has been commissioned with the Greater London Authority as contracting agency. The report is at draft stage and the final report is expected in July or August 2007.

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

5.1 There has been a change in legislation and national policy and a CRE Inquiry report.

6. Local Government (Access to Information) Act 1985

6.1 Housing Act 2004. Gypsy and Traveller Accommodation Assessments- Draft Practice Guidance (ODPM).

6.2 Home Office Guide to the effective use of enforcement powers – Part 1: Unauthorised encampments.

6.3 ODPM Circular 01/2006 – Planning for Gypsy and Traveller Caravan Sites.

6.4 CRE Strategy Gypsies and Travellers 2004-2007.

6.5 CRE Scrutiny report Common Ground Equality, good race relations and sites for Gypsies and Irish Travellers 2006.

6.6 Statutory Instrument 3190 of 2006 – the Housing (assessment of Accommodation Needs)(Meaning of Gypsies and Travellers) (England) Regulations 2006

7. Background

7.1 In October 2004 the CRE invited Haringey Council to be one of 9 Authorities to be visited as part of its remit to produce a national report on provision and policies for the Gypsy and Traveller communities in the UK. The scrutiny visit took place over a week in

April 2005 and included meetings with Housing staff, Travellers Support team, Travellers Education project, Planning and Development, Supporting People, Equality and Diversity unit, Legal services, the PCT Members and Communications.

7.2 Whilst not a part of the final CRE report, they suggested Haringey received separate written feedback on their perspective of how provision is managed in Haringey. A follow up meeting was arranged with the CRE in order to iron out differences of view and clarify action points. The Council has not taken a formal position on this feedback but welcomed the opportunity to learn from an external viewpoint and noted several key findings

7.3 As census information on Gypsies and Travellers is not reliable enough a more accurate determination of the Gypsy and Traveller population residing in or resorting to the Borough is needed. This should be built up from several databases, and the Gypsy and Traveller Accommodation Assessments to be carried out based on ODPM Guidance;

7.4 Haringey Council's good and innovative work with Gypsies and Travellers through the Traveller Education Team was not recognised in the CRE scrutiny report – in contrast to the work of the Travelling People's Team which was recognised and commended - but is an important resource for both Traveller children and for community relations

7.5 The location and reporting lines of the current teams should be more strategically sited in order to improve cross departmental work in the community;

7.6 Equality Impact Assessments (EIAs) need to take specific account of the needs of this community, when relevant. This was a reaction to there being no specific reference to them in EIAs up to the time of the visit; and

7.7 The Council noted concern over the lack of prioritisation for larger accommodation in Housing Corporation subsidies which affects provision for this and other Black and Ethnic Minority communities with larger families.

7.8 The CRE's national report "Common Ground. Equality, good race relations and sites for Gypsies and Irish Travellers" was published in May 2006. The report concluded that the approach taken by most local authorities to discharging their duties to Gypsies and Irish Travellers drives and perpetuates a vicious circle of failure to provide services, and poor race relations.

7.9 The CRE defines its goal as follows: "to replace the vicious circle of unmet need and public hostility that this enquiry identified with a sustainable approach to planning, providing and managing Gypsy sites in England and Wales" To this end the report makes a number of recommendations to achieve the following core objectives:

7.9.1 Effective implementation of the new national policy framework on assessing need, providing and managing sites planning and enforcement, to ensure sufficient, good, legal sites.

7.9.2 Positive engagement and good relations between Gypsies and Irish Travellers and other members of the public;

7.9.3 Strong local leadership on equality and Gypsy sites from local councillors and leadership by Gypsies and Irish Travellers.

7.9.4 Quality services both mainstream and those developed for Gypsies and Irish Travellers in all types of accommodation, through coordinated strategies linked to front line operations.

7.9.5 A strong evidence base for developing policies and services

7.9.6 A robust performance management framework for gypsy site services setting standards comparable to those in conventional social housing.

7.9.7 Targeted and proportionate policing on Gypsy sites earning the confidence of site residents and other members of the public; and

7.9.8 Achievement of these objectives through full and effective implementation of the statutory duty on public authorities, including local authorities and police services, to eliminate unlawful racial discrimination and promote equality of opportunity and good race relations.

7.10 The report makes 86 recommendations for central Government, Local Authorities, the Police, Inspectorates and other agencies, this report will concern itself with the 22 recommendations for Local Authorities contained within the summary report. The recommendations are set out under seven headings as follows;

7.10.1 Leadership, strategy and practice

7.10.1.1 Develop a holistic corporate vision for all work on Gypsies and Irish Travellers, and anchor it within the community strategy, the local development framework and any other relevant strategy, including the race equality scheme.

7.10.1.2 Review all policies on accommodation for Gypsies and Irish Travellers, to ensure a long-term, coordinated and strategic approach that promotes race equality and good race relations. This should include policy on planning and providing sites, managing authorised and unauthorised encampments and conventional housing, and be supported by data collection and consultation with local communities. Strategy on accommodation should be linked to wider service areas, such as health and education, and to a communications strategy.

7.10.1.3 Designate a councillor at cabinet (or equivalent) level, and an officer at no less than assistant director level, to coordinate the authority's work on sites (authorised and unauthorised), to make sure it is consistent across departments, and is linked to its work on equality.

7.10.1.4 Develop a robust performance management system for all aspects of services for Gypsy sites, within a wider accommodation framework, including providing and managing sites, and managing unauthorised encampments. Include these functions in internal reviews of services.

7.10.2 The duty to promote race equality and good race relations

7.10.2.1 Add two separate categories for Gypsies and Irish Travellers in all ethnic monitoring arrangements, and take steps to encourage them to provide information about their ethnicity.

7.10.2.2 Make sure the duty to promote race equality and good race relations, and issues relating to Gypsies and Irish Travellers, are written into all partnerships with

the police, and providers of education and health services, and into all relevant procurement arrangements, including those with external trainers, site managers and bailiffs.

7.10.3 Public sites

7.10.3.1 Conduct a reliable and full assessment of the need for residential and transit sites (as required by the Housing Act 2004), by making sure that questionnaires take account of Gypsies' and Irish Travellers' cultural traditions, and that staff responsible for the assessment have been trained to understand the needs of these groups, both on sites (including private and public sites, and unauthorised encampments) and in housing.

7.10.3.2 Review the quality of sites, and arrangements for managing them (including allocation policies, repairs services and the costs of utilities), to ensure that they are providing essential services, and at standards comparable to those in conventional social housing.

7.10.3.3 Consult everyone concerned at the earliest stage of developing a site, and make sure all stages of consultation on unauthorised encampments, and proposed public and private sites, allow Gypsies and Irish Travellers, as well as other members of the public, to take full part, are effectively chaired, and contribute to better relations between different groups.

7.10.3.4 Develop formal policies on pitch allocations for all new sites, similar to those for conventional housing, and draw up a reasonable timetable for extending the policies to existing sites.

7.10.4 Planning

7.10.4.1 Refer to Gypsies and Irish Travellers in the statement of community involvement (which explains how all groups will be consulted on planning policy), and take practical steps to get them meaningfully involved, where possible building on existing relationships.

7.10.4.2 Give specific advice to Gypsies and Irish Travellers, at an early stage, on the most suitable land for residential use, and on how to prepare applications, and help them to find the information they need to support their application.

7.10.4.3 Develop an internal policy on how to handle racist representations, and make sure officers know how to use it, so that only material considerations relating to the application are presented to members of the planning committee.

7.10.4.4 Monitor all planning applications and instances of enforcement action at every stage, by type and racial group, including Gypsies and Irish Travellers, as two separate categories, in order to assess the effects of policies and practices on different racial groups.

7.10.4.5 Consider using the overview and scrutiny committee, or any other suitable formal mechanism, to assess the effects on race equality and race relations of any major decision to enforce planning requirements on Gypsy sites.

7.10.5 Unauthorised encampments

7.10.5.1 Review and monitor policies for dealing with unauthorised encampments, to make sure they promote access to services for occupants, and good race relations between them and other groups; in doing this authorities should focus in particular on providing basic facilities, assessing welfare needs and communicating effectively with the public.

7.10.5.2 Make sure the duty to promote race equality and good race relations is built into any contracts for managing or evicting from, unauthorised encampments; and that contractors are given clear guidance on how this might affect their policy and practice, and monitored on their compliance with the guidance.

7.10.6 Housing

7.10.6.1 Conduct research to identify the numbers and needs of Gypsies and Irish Travellers in conventional housing, and explicitly include these groups in relevant housing policy (including housing, homelessness and supporting people strategies), with links to site-related services.

7.10.6.2 Formally record, investigate and monitor all reported incidents of racial harassment made by Gypsies and Irish Travellers in conventional housing, take steps to encourage reporting and develop targeted preventive strategies.

7.10.7 Promoting good race relations and integrated communities

7.10.7.1 Encourage dialogue and positive interaction between Gypsies and Irish Travellers and other groups, through effective engagement with leaders and members of all communities.

7.10.7.2 Actively promote better public understanding of Gypsies and Irish Travellers, and the consequences of unmet need for sites; and take steps to counter stereotypes in the media and in public perceptions.

7.10.7.3 Encourage and support mainstream voluntary organisations to build bridges between Gypsies and Irish Travellers and other members of the public.

7.11 The CRE originally intended to publish its report to coincide with the publication of revised National Guidance. However, the ODPM and the Home Office published Guidance ahead of the report in early February which makes clear the Government objective to increase significantly the number of Gypsy and Traveller sites in appropriate locations with planning permission over the next 3 – 5 years. ODPM Circular 01/2006, paragraphs 19, 22 and 23, require the GLA and other regional spatial authorities to identify the number of pitches required for each local Planning authority area and maintain an up to date understanding of the likely strategic accommodation

requirements of their areas. Pitch numbers can be identified by a sub-regional area if a joint Development Plan Document is produced by agreement between the local planning authorities involved (paragraph 26)

7.12 The North London Housing Sub-Region is participating in the London Wide project to commission a consultant to undertake a Gypsy and Traveller Accommodation Needs Assessment (GTAA) at borough, sub regional and regional levels (The North London sub region comprises Barnet, Camden, Enfield, Haringey, Islington and Westminster). The project partners are: the GLA acting as contracting agency, ALG, the London boroughs represented by the Sub Regional Housing Co coordinators , advisors from DCLG Gypsy and Traveller unit, and representatives from the Gypsy and Traveller communities. The draft final report is due to be completed in early May 2007 with the final report in June 2007.

7.14 So far as the Haringey UDP is concerned, the Inspector's report into Haringey's Revised UDP makes two recommendations in respect of Gypsies and Travellers. First he proposes that the Council should adopt a criteria based land use policy, and second he recommends the deletion of Site Specific Policy 40 which proposed that part of the former Friern Barnet Sewage Works site be set aside as a Travellers site, subject to relocation needs. The Inspector considered this policy to be premature in advance of a Gypsy and Traveller Accommodation Needs Assessment. The UDP was adopted in July 2006.

8. Haringey Situation and Service Provision

8.1 Travelling Peoples Team and Travellers Education Team

8.1.1 The CRE commended Haringey Council's Travelling Peoples Team and the initiatives taken in outreach and youth work. The CRE express the firm view, however, that the service lacks strategic direction and is fragmented in different departments. The convenor of the Joint Service Meetings to which the PCT and Police are invited has been at Team Manager level. The Travellers Education Team carries out good and innovative work with schools, in partnership with Housing, Health and Social Care, as well as YOT and Connexions. The Traveller Team use a broader definition than that of the CRE and include work with Roma and New Age Travellers within their remit. Whilst continuing the specialist work within departments there is a need to develop a more strategic approach across all services working with travellers which will raise the profile of all of their work and enable them to be part of a wider cross department and interagency network

8.1.2 The responsibility for site provision will remain in Environmental services. A designated arrangement to meet the needs of this community must be included in all planning for land use in the borough and in the sub region.

8.2 Housing Services

8.2.1 The statutory requirement under the 2004 Housing Act to undertake an assessment of the accommodation needs of Gypsies and Travellers will be met through the London wide needs assessment being undertaken at sub regional level. The results from this will be known later in 2007.

8.2.2 Housing has completed a Housing Diversity & Equalities Framework that sets out how inequalities impact upon particular communities not having their housing needs met, and the work we intend to undertake to improve upon this. The Action Plan is committed to ascertaining more information on the housing needs of gypsies and travellers. From existing knowledge and research, we recognise the need for larger units of housing which apply to the travellers' community as well as other ethnic minority communities.

8.2.3 Our 2006 Housing Needs survey surveyed only households living in permanent fixed accommodation. It is possible that traveller households may be residing in such accommodation, but experience elsewhere suggests reluctance on the part of such households to confirm their ethnicity as that of a gypsy or traveller for fear of discrimination.

8.2.4 The new Housing Prevention & Options service has close links with the Travellers Liaison Team in social services. The link is useful for establishing any issues that arise with Travellers that require the involvement of P&O staff esp. in relation to homelessness. Research undertaken by the Travellers Team in developing the Supporting People strategy suggested 60% of their time was taken up providing housing related support especially in relation benefits and rent arrears to prevent evictions.

8.2.5 In Sept 2006, a new Lettings Policy was agreed for the Housing service. At the same time, a re-registration exercise of housing applicants also took place. This saw the introduction of new registration forms. The ethnic minority categories for that form do not specifically include gypsies and / or travellers as a distinct ethnic category, although there is space for housing applicants to add their own ethnic category.

8.2.6 The community has a long track record of poorer health, lesser educational achievement and lack of access to services. There has been a trend for some in the travelling community to become semi permanent in recent years, and provision through the Supporting Peoples programmes has helped with the transition from one life style to another. Hence strategic planning will enable the Council to better accommodate changing needs in the community and also ensure resources are joined together and are working to the same goals.

8.2.7 The Housing Strategy 2008-2012 will need to address the needs of this community as part of equalities issues

9. Comments of the Head of Legal Services

9.1 The Head of Legal Services has been consulted on this report and comments that the statutory definition of Gypsies and Travellers for the purposes of Housing Needs Assessment is broader than the definition for land use planning purposes and includes members of an organised group of travelling show people or circus people (whether or not travelling together as such).

9.2 The CRE Scrutiny report covers Gypsies and Travellers who are currently recognised as racial groups for the purposes of the Race Relations Act. It does not cover New Age Travellers or Occupational Travellers (Travelling show people, circus and waterway communities) as these wider social groups are not necessarily racial groups within the CRE statutory remit. Nor does the CRE report specifically cover Roma. The CRE are developing separate strategies covering European policy and Refugee and Asylum policy since the accession states following EU enlargement have Roma and other Traveller populations with the right of freedom of movement to the UK.

9.3 The Planning Circular advises that the need identified by the Gypsy and Traveller Accommodation Assessments should inform the amount of land required by the planning system, including gypsies and travellers who do not fall within the Planning definition. In land use terms it is the need for planned caravan sites for Gypsies and Travellers which is now being addressed on a regional basis.

10. Comments of the Director of Finance

10.1 The new arrangements proposed for the strategic management of the Gypsies and Travellers service will need to be managed within the overall existing approved resources.

10.2 In addition there may be a financial impact, both capital and revenue, if new sites are identified in Haringey. There will be a need to refurbish the site and install the amenities. (Cost will depend on the quality of the site). Also there will be an ongoing maintenance cost. However, this may be offset by charging a rent. Any additional capital and/or revenue requirements would need to be considered as part of the Council's resource allocation process at the appropriate time

11. Comments of the Director of Adult Culture and Community Services

11.1 A range of social services are provided to people from the Gypsy and Traveller Communities. The Social Care Person Database includes the sub-categories of Gypsy, Irish Traveller and Traveller. Services to this group are delivered in line with the Council's eligibility criteria Fair Access to Care Services. The boroughs Libraries, Leisure Centres and Parks are open and available to all residents, including the Travelling Community, and our pricing policy provides discounted access for those on low income.

11.2 Haringey Libraries, in partnership with the Haringey Travelling Peoples Team and CARA [Housing Association] have successfully provided support to Irish Travellers to enable them to pass the driving theory test. This involves Library staff working with small groups of Travellers, offering 1-1 support and using specialist IT facilities.

12. Comments of the Director of Children and Young People's Service

12.1 I am pleased that the CRE inspection recognised the very good work of the Travellers Team and the Travellers Education Team. The co ordination of the work of the teams in relation to the needs of the gypsy and traveller community will have to take account of the extended remit of the education team and the need for that team to continue to deliver services to other communities such as the Roma community. Any implications for service delivery will have to be contained within existing budgets

13. Comments of the Director of Urban Environment.

13.1 The Borough's UDP, which has been through a Public Local Inquiry and considered by an independent planning Inspector, accords with the new ODPM Circular 01/2006 on 'Planning for Gypsy and Caravan Sites'.

13.2 The Inspector recommended that a new criteria-based policy be drafted which can be used to assess the appropriateness of any proposed new traveller's sites. This would help guide development control to determine any planning applications and also be used by the Council as the basis of its search for potential new sites following an assessment of need. This approach will give greater certainty to potential applicants. The Inspector also recommended the deletion of Site Specific Policy 40, which proposed part of the former Friern Barnet Sewage Works be set aside as a travellers' site, subject to need.

13.3 The Council accepted the Inspector's recommendations, which were addressed in the UDP Modifications, considered by Executive on 21st March 2006. The modifications to the Gypsy and Travellers policy were incorporated in the adopted UDP.

14. Equalities Implications

14.1 Gypsies and Irish Travellers have been recognised in case law as distinct and separate ethnic groups and therefore entitled to the same protection afforded to other ethnic minorities under the Race relations Act 1976 and as amended in the Race Relations (Amendment) Act 2000.

14.2 These communities are historically vulnerable to exclusion unless specific steps are taken to address their needs and include them into the mainstream. This means ensuring that in everything we do as Council, we take account of the needs and the issues facing them, and generally ensuring that in regard to the Gypsies and Irish Travellers communities, we discharge our equalities public duties including the duty to promote good relations between these two communities and the wider Haringey community.

14.3 Haringey has taken a decisive step in this respect, with the recognition and inclusion of these communities in the Equality Public Duties Scheme adopted by the Council in December 2006. That document makes specific references to Gypsies and Traveller communities commits the Council to much of what has been set out in this report. Our equalities monitoring framework has been reviewed and the draft being prepared for Member consideration now includes separate categories for Gypsies and Irish Travellers respectively. This should enable the Council to track the impact of our policies on those communities and make corrections where adverse impacts are identified. Similarly, as this report recommends, our equalities impact assessment framework will be reviewed with the aim of including Gypsies and Irish Travellers so that potential adverse impacts on them can be identified and corrected before draft proposals are taken forward for formal decisions.

14.4 The Gypsy and Traveller community had a higher profile in the borough several years ago, which has fallen as more disadvantaged groups have come in since then. The CRE's scrutiny visit has given the opportunity for a new look at this community in terms of provision and consultation. The main findings listed in the report require implementation. Haringey Council has taken a wider view on provision for the Gypsy and Traveller community than the original CRE scrutiny review and so has covered all the issues in an EIA (Attached as Appendix B).

Once the decision of the CEMB and Executive has been made consultation with the community on its implementation can be made, bearing in mind the fragmented nature of groups within that community means that will not be a one off exercise.

15. Appendices (attached)

Appendix A – Full list of CRE recommendations

Recommendations

Governmental organisations

The government should:

- Develop a realistic but ambitious timetable for local authorities to identify land for sites, and where necessary establish them, and make sure it is met. Local planning authorities should also be required to include reports on the progress they have made in identifying sites in their annual monitoring reports on their local development frameworks.
- Require regional housing boards and regional planning bodies (and any merged bodies) to make the promotion of race equality and good race relations integral to their work on allocating land for Gypsy sites. This should include their work with individual local authorities on developing housing strategies, and finding land for sites, and their consideration of funding bids for Gypsy sites.
- Develop key performance indicators for public sites, which set standards or quality and management that are comparable to those for conventional accommodation.
- Produce up-to-date guidance for local authorities on designing and managing sites for Gypsies and Irish Travellers.
- Consider developing a national framework for encouraging and supporting local authorities and mainstream voluntary organisations to take the initiative in promoting social integration and civic participation, including strategies for preventing and resolving conflict.
- Fund the development of a toolkit for resolving conflict, for use by local authorities in relation to sites, pilot the toolkit and distribute it to local authorities.
- Require local authorities to monitor and provide data on planning applications, outcomes and enforcement, and on housing and homelessness, by racial group, using two separate categories for Gypsies and Irish Travellers.
- Require police forces to collect information on Gypsies and Irish Travellers, as two separate ethnic categories.
- Issue guidance for local authorities on developing homelessness strategies that consider Gypsies' and Irish Travellers' needs for accommodation, advice and support.
- Ensure that, in areas of work that affect Gypsies and Irish Travellers, including work to tackle social deprivation and to promote community cohesion, issues concerning Gypsies and Irish Travellers are recognised and resourced in the same way as for other groups.

Government offices for the regions should:

- Ensure, on behalf of the secretary of state, that regional spatial strategies and local development frameworks take proper account of the need to provide accommodation, and that local authorities provide or facilitate suitable sites, and work with upper tier authorities to coordinate provision across regions.

Local authorities should:

Leadership, strategy and practice

- Develop a holistic corporate vision for all work on Gypsies and Irish Travellers, and anchor it within the community strategy, the local development framework and any other relevant strategy, including the race equality scheme.

- Review all policies on accommodation for Gypsies and Irish Travellers, to ensure a long-term, coordinated and strategic approach that promotes race equality and good race relations. This should include policy on planning and providing sites, managing authorised and unauthorised encampments and conventional housing, and be supported by data collection and consultation with local communities. Strategy on accommodation should be linked to wider service areas, such as health and education, and to a communications strategy.
- Designate a councillor at cabinet (or equivalent) level, and an officer at no less than assistant director level, to coordinate the authority's work on sites (authorised and unauthorised), to make sure it is consistent across departments, and is linked to its work on equality.
- Develop a robust performance management system for all aspects of services for Gypsy sites, within a wider accommodation framework, including providing and managing sites, and managing unauthorised encampments. Include these functions in internal reviews of services.

The duty to promote race equality and good race relations

- Add two separate categories for Gypsies and Irish Travellers in all ethnic monitoring arrangements, and take steps to encourage them to provide information about their ethnicity.
- Make sure the duty to promote race equality and good race relations, and issues relating to Gypsies and Irish Travellers, are written into all partnerships with the police, and providers of education and health services, and into all relevant procurement arrangements, including those with external trainers, site managers and bailiffs.

Public sites

- Conduct a reliable and full assessment of the need for residential and transit sites (as required by the Housing Act 2004), by making sure that questionnaires take account of Gypsies' and Irish Travellers' cultural traditions, and that staff responsible for the assessment have been trained to understand the needs of these groups, both on sites (including private and public sites, and unauthorised encampments) and in housing.
- Review the quality of sites, and arrangements for managing them (including allocation policies, repairs services and the costs of utilities), to ensure that they are providing essential services, and at standards comparable to those in conventional social housing.
- Consult everyone concerned at the earliest stage of developing a site, and make sure all stages of consultation on unauthorised encampments, and proposed public and private sites, allow Gypsies and Irish Travellers, as well as other members of the public, to take full part, are effectively chaired, and contribute to better relations between different groups.
- Develop formal policies on pitch allocations for all new sites, similar to those for conventional housing, and draw up a reasonable timetable for extending the policies to existing sites.

Planning

- Refer to Gypsies and Irish Travellers in the statement of community involvement (which explains how all groups will be consulted on planning policy), and take practical steps to get them meaningfully involved, where possible building on existing relationships.
- Give specific advice to Gypsies and Irish Travellers, at an early stage, on the most suitable land for residential use, and on how to prepare applications, and help them to find the information they need to support their application.
- Develop an internal policy on how to handle racist representations, and make sure officers know how to use it, so that only material considerations relating to the application are presented to members of the planning committee.

- Monitor all planning applications and instances of enforcement action at every stage, by type and racial group, including Gypsies and Irish Travellers, as two separate categories, in order to assess the effects of policies and practices on different racial groups.
- Consider using the overview and scrutiny committee, or any other suitable formal mechanism, to assess the effects on race equality and race relations of any major decision to enforce planning requirements on Gypsy sites.

Unauthorised encampments

- Review and monitor policies for dealing with unauthorised encampments, to make sure they promote access to services for occupants, and good race relations between them and other groups; in doing this authorities should focus in particular on providing basic facilities, assessing welfare needs and communicating effectively with the public.
- Make sure the duty to promote race equality and good race relations is built into any contracts for managing, or evicting from, unauthorised encampments; and that contractors are given clear guidance on how this might affect their policy and practice, and monitored on their compliance with the guidance.

Housing

- Conduct research to identify the numbers and needs of Gypsies and Irish Travellers in conventional housing, and explicitly include these groups in relevant housing policy (including housing, homelessness and supporting people strategies), with links to site-related services.
- Formally record, investigate and monitor all reported incidents of racial harassment made by Gypsies and Irish Travellers in conventional housing, take steps to encourage reporting and develop targeted preventive strategies.

Promoting good race relations and integrated communities

- Encourage dialogue and positive interaction between Gypsies and Irish Travellers and other groups, through effective engagement with leaders and members of all communities.
- Actively promote better public understanding of Gypsies and Irish Travellers, and the consequences of unmet need for sites; and take steps to counter stereotypes in the media and in public perceptions.
- Encourage and support mainstream voluntary organisations to build bridges between Gypsies and Irish Travellers and other members of the public.

Police forces should:

- Include Gypsies and Irish Travellers in mainstream neighbourhood policing strategies, to promote race equality and good race relations.
- Target individual Gypsies and Irish Travellers suspected of anti-social behaviour and crime on public, private and unauthorised sites, and not whole communities, and work with people from these groups and local authorities to develop preventive measures.
- Treat Gypsies and Irish Travellers, both when they are victims and suspects, as members of the local community, and in ways that strengthen their trust and confidence in the force.
- Provide training for all relevant officers on Gypsies' and Irish Travellers' service needs, so that officers are able to do their jobs more effectively, and promote good relations between all groups in the community they serve.
- Review formal and informal procedures for policing unauthorised encampments, to identify and eliminate potentially discriminatory practices, and ensure that the procedures promote race equality and good race relations.

Parish and community councils should:

- Make sure councillors represent all groups in their local community, and are aware of the statutory duty to promote race equality and good race relations, and its practical implications in relation to Gypsies and Irish Travellers.

Inspectorates

The Audit Commission should:

- Include consideration of Gypsies and Irish Travellers in all relevant aspects of its audit and inspection work, including comprehensive performance assessments, paying particular attention to questions of leadership, training, provision and management of services, and local authorities' relative expenditure on providing and managing legal sites and on enforcement.

The planning inspectorate should:

- Take into account, when making decisions on Gypsy site planning appeals, whether there has been a material breach of the RRA by the local authority in exercising its planning functions (including both the discrimination provisions of the law and the duty to promote race equality and good race relations).

Her Majesty's Inspectorate of Constabulary should:

- Include Gypsies and Irish Travellers in all relevant inspections of police performance.

Other organisations

The Local Government Association and the Welsh Local Government Association should:

- Consider the supplementary guidance local authorities may need on providing sites (and on enforcement), with special attention to their effects on community relations.
- Identify and develop strategies to meet training needs in local authorities arising from the new national policy framework on providing sites, and from the statutory duty to promote race equality and good race relations, including training about Gypsies and Irish Travellers.

The Association of Chief Police Officers should:

- Identify and publicise good practice in dealing with crimes against Gypsies and Irish Travellers, and crime and anti-social behaviour on all sites, and in managing unauthorised encampments in a way that promotes race equality and good race relations, drawing on any good practice developed with other ethnic minority groups.

The Royal Town Planning Institute should:

- Make race equality and planning for Gypsy sites a specific part of the continuing professional development programme for all planning officers.
- Supplement its guidance on 'racist representations' with specific advice on handling applications for Gypsy sites.

The Improvement and Development Agency should:

- Develop, within existing modules of its leadership academy programme for councillors, a specific strand on political leadership, achieving crossparty consensus, and engaging with local communities in the context of Gypsy sites.
- Develop job-specific training for local government officers on Gypsies' and Irish Travellers' interests and needs, including an understanding of how the duty to promote race equality and good race relations applies to these groups.

The Improvement and Development Agency (or Audit Commission) should:

- Develop a library of local performance indicators on the provision and management of sites, for use as benchmarks of good practice by local authorities.

The National Association of Local Councils and One Voice Wales should:

- Raise awareness among parish and community councils of their statutory responsibilities for promoting race equality and good race relations in relation to Gypsies and Irish Travellers, and support and advise them.

The voluntary sector Independent funding bodies should:

- Consider the importance of including Gypsies and Irish Travellers in initiatives to promote equality and social integration when allocating funds to voluntary and community organisations.

The National Council for Voluntary Organisations should:

- Include Gypsies and Irish Travellers in relevant work programmes and training, and encourage mainstream voluntary organisations to involve members of these groups in their work.

Voluntary organisations working with Gypsies and Irish Travellers should:

- Encourage Gypsies and Irish Travellers to register to vote, and to exercise their voting rights.

Gypsy and Irish Traveller representatives should:

- Engage with mainstream voluntary organisations to explore ways of increasing social interaction and participation.
- Consider further ways of entering into constructive dialogue with local authorities, to make sure Gypsies' and Irish Travellers' needs are understood and met, and to demonstrate their commitment to participation.

Report Title: Homes for Haringey Quarterly Performance Report	
Report of: Niall Bolger, Director of Urban Environment	
Wards(s) affected: All	Report for: Information
<p>1. Purpose</p> <p>1.1 The report provides an update of the progress made in relation to key targets and objectives and summarises the main issues discussed at the Quarterly Performance Monitoring Meeting of 25 May 2007</p> <p>1.2 This report also incorporates the client side response to Homes for Haringey year end performance report for 2006/07 focussing on Best Value indicators for Income Collection, Re-lets, Repairs and Tenant Satisfaction and compares HfH performance with that of other providers in the London region.</p> <p>1.3 A full copy of the report is available in the Member's Room at the Civic Centre</p>	
<p>2. Introduction by Cabinet Member (if necessary)</p> <p>2.1 This is a report from HfH in accordance with our agreement.</p> <p>2.2 It provides the Council with a summary of performance issues and compares HfH performance with that of other ALMOs in the London area.</p> <p>2.3 The report shows that HfH has had a varied year in performance terms achieving targets in 4 out of 9 key performance indicators. However action plans are in place to address areas where performance needs to improve especially voids, income collection and repairs. Monitoring of HfH performance will continue by way of the monthly and quarterly monitoring meetings.</p> <p>2.4 I would welcome Cabinet Members' comments and suggestions.</p>	
<p>3. Recommendations</p> <p>3.1 The content of the report be noted.</p>	
Report Authorised by: Niall Bolger, Director of Urban Environment	
Contact Officer: Carl Bradley, ALMO Liaison and Consultation Officer Tel: (020) 8489 4454 e-mail: carl.bradley@haringey.gov.uk	

4. Local Government (Access to Information) Act 1985

- 4.1 Homes for Haringey Quarterly Performance Monitoring Meeting Reports
- 4.2 Housing Revenue Account Statement
- 4.3 Capital Account Statement
- 4.4 Homes for Haringey Improvement Plan
- 4.5 Homes for Haringey Delivery Plan
- 4.6 Management Agreement
- 4.7 Service Level Agreements

5. Strategic Implications

- 5.1 A key element of the Housing Strategy is the successful delivery of the decent homes standards, providing decent homes for all tenants and regenerating the borough. In the client role it is therefore important that these strategic aims are met and the regular monthly and quarterly meetings are the tools by which this is measured.

5.2 Financial Implications

Progress of key targets and objectives identified in the Improvement Plan is essential in order to secure 2 stars status in the May 2007 Audit Commission Inspection of HfH and succeed in obtaining the necessary funding to deliver the decent homes programme.

The HRA is regularly monitored by the councils Director of Finance and finance forms part of the discussions at the regular monthly meetings

5.3 Director of Finance Comments

The Director of Finance has been consulted on this report and is part of the regular monitoring process. The overall Housing Revenue Account provisional outturn position is in line with the revised financial plans approved by Council in February. I am concerned that the reduced performance in rent income collection translates into arrears that could become un-collectable and may also require increased bad debt provisions. Although in recent months performance has improved HfH are to put further focus on reducing the arrears position in the new financial year and ensure that the target of 97.5% is achieved for the new year.

The provisional capital outturn position for 2006/07 is within the approved revised budget of £18.135m, recording a small underspend.

The outcome of some of the value for money reviews will result in cost savings being required to be made by the Council, which is in addition to the savings proposals in the approved budget. These will need to be dealt with on an individual basis as and when they arise.

6. Legal Implications

- 6.1 Legal Services have been consulted on this report and have provided the following comments:

VFM Reviews

Legal Services confirm the accuracy of the reference to clause 68 of the management agreement. Notice of termination is required to be served on the Chief Executive.

Performance Report

The report provided, when read in conjunction with the Improvement Plan report, appears to comply with the requirements of Annex 2 to the management agreement.

7. Equalities Implications

7.1 Improvements to tenants' homes and environment will enhance living conditions of those who experience disadvantage because of their gender, race and ethnicity, disability, sexual orientation, age and faith.

8. Consultation

8.1 Not applicable.

9. Background

9.1 Homes for Haringey's performance is formally monitored by way of monthly and quarterly meetings. The format of the monthly meetings has recently been enhanced by the council to ensure a focus on key performance areas where there are concerns and to give the council a more detailed opportunity to 'drill down' into the detail. However it should be noted that this approach is not to 'micro manage' the organisation but for the council to understand the reasons why performance may have fallen.

10. Performance Report for the 4th Quarter and year end 2006/07

This report will provide information on the 2006/07 outcomes for Best Value indicators on Income Collection, Re-lets, Repairs and Tenant Satisfaction as well as information on other local key performance indicators. Appendix A provides comparison of HfH performance with that of other providers in the London region. Appendix B shows HfH performance against selected indicators for 2006/07.

11.0 Income Collection

11.1 Collection rates (BV66A) Quarter end collection rates have remained constant at 96.53% for both Q3 and Q4 against a target of 97.5%.

- HfH collection rate excluding hostels is 96.7% which puts their performance in the top quartile in London. However, HfH's own collection rate declined from 97.04% in Q3 to 96.97% in Q4.
- The collection rate for hostels was 93.95% against the same target of 97.5% in 2006/07. However, applying the same target to both hostels and general needs accommodation does not take account of the different issues involved in the management of hostel accommodation which traditionally have higher turnover rates and levels of rent arrears. Therefore the target for hostels is 94% in 2007/08 to take account of these differences. (Appendix A table 1)
- The number of tenants owing 7+ weeks rent (BV66b) has decreased during the quarter from 15.59% at end of Q3 to 14.74% at end of Q4 due to increased income recovery activity. (Appendix A table 2 and Appendix B table 3)
- The number of tenants in arrears with NOSP's (BV66c) has increased from 8.07% in Q3 to 9.96% in Q4. (Appendix A table 3)
- The number of evictions (BV66d) has decreased from 0.55% in Q3 to 0.51% in Q4%

11.2 The Client side has been kept informed throughout the year of the issues relating to

income collection. Performance information has been reported at monthly and quarterly meetings.

- 11.3 In addition to HfH action plan which was introduced in October, rent arrears were the focus of the March 2007 monthly meeting between the Council and HfH. In this meeting HfH explained the issues affecting income recovery. They had recently appointed an income recovery manager and were beginning to see results. HfH also looked again at their targets, policies and procedures in terms of Best Value indicators as some indicators may have an adverse impact on performance e.g. Best value indicator BVPI 66C – the % of tenants with Notices of Seeking possession. This figure should be low suggesting that the organisation considers alternative methods of income recovery before resorting to the legal process. As will be seen from table 3 below, HfH have done very well in this aspect of the indicator, however it has adversely impacted on income collection rates. The need for HfH to ensure that the systems and support for the tenants on prevention of the arrears was highlighted at the meeting. HfH raised the issue of the difficulty of making agreements with tenants to repay arrears where tenants also had arrangements to pay off Council tax arrears which affected their ability to pay off their rent arrears. The need for the council to address this through a debt management policy was acknowledged and this is a piece of work which will need to be developed by the council.
- 11.4 A more detailed briefing on the relationship between NOSP, rent actions and evictions will be prepared by HfH and circulated to members.

12.0 Re-lets

BV 212 Average relet time for local authority voids 2006/07

the 2006/07 year end figure shows that it took 36.76 days on average to relet a void property against a target of 27 days. The issues have been highlighted elsewhere. The April 2007 monthly monitoring meeting focused on Voids and improvements to the turnaround time was reported there. Some of the improvements discussed include the following:

- HfH Building surveyors to update OHMS as soon as possible to let Lettings Team know the property is suitable for advertising
 - An exception report has been developed which shows void properties that are not marked suitable for advertising.
 - Lettings team to check OHMS daily and begin the lettings process immediately when the property is marked suitable for advertising.
 - Viewing officers are now to be employed by HfH and located with Building surveyors
 - HfH to be responsible for all sign ups (including direct lettings) from 08.05.07
- Therefore the target for this indicator has not been met, the council is working closely with HfH to ensure business processes continue to improve on both sides so the target can be achieved. (Appendix A table 4 and Appendix B Table 5).

13.0 Repairs

BV 72 % specified urgent repairs completed in Government time limits

The year end outcome for 2006/07 was 97.1% against a target of 97%. This figure is different from the figure of 93.22% reported elsewhere and the reasons for the difference will be discussed at the June monthly meeting. (More information on performance is provided in Appendix A table 5).

BV 73 Average time taken to complete all non urgent repairs 2006/07

HfH achieved an average of 11.79 days against a target of 14 days so the target has been met. (Appendix A table 6 and Appendix B table 7)

14.0 Tenant satisfaction

BV 74A Satisfaction of Tenants with overall services 2006/07

Tenant satisfaction has declined from 73.67% in 2005/06 to 59% in 2006/07. Therefore the target for 2006/07 of 75% has not been met. This is due to a number of possible reasons which are highlighted in Appendix A table 7

BV 75A % of Tenants satisfied with opportunities to participate in management and decision making 2006/07

There has also been a decline in performance against this indicator as with indicator BV74A above. Therefore the 2006/07 target of 71% target has not been met. (Appendix A table 8)

15.0 Local Performance indicators

15.1 Customer Contact

In March 2007 HfH received 38,272 calls, 29% of which were received by the call centre. All call centre indicators improved in March, but remained below target. 65% of calls were answered in 15 seconds. The outcome for the year was 36.01% against a target of 70%. The call centre now has a dedicated HfH team in place and March 2007 figures show an improvement in performance which can be further improved as the HfH team continues to learn and develop.

The joint HfH and Customer Services improvement team are working to understand and reduce repeat call volumes (a target of 20%) which will ease the pressure of increasing call volume.

The percentage of callers to customer services seen within 15 minutes at customer service centres was 49.2% just below the yearly average (and under year end target of 70%). Having made improvements in the call centres the same approach is to be rolled out to the Customer Service Centres.

15.2 Stage 1 and 2 complaints and Members Enquiries

Performance for on Stage 1 complaints was 80% in March 2007. The year outcome was 70% against a target of 80%.

Performance on Stage 2 complaints was 73% in March 2007. The outcome for the year was 74% against a target of 80%.

Performance on Members enquiries was 85% in March 2007. The outcome for the year was 70% against a target of 90%. (More information in Appendix B tables 1 + 2)

15.3 Homes with Valid Gas Certificate

The percentage of homes with a valid gas certificate remains at 98% against a target of 100%. HfH are taking actions to achieve target which include Gas Access Warning Tape, evening cold calling and a dedicated officer to access performance. (Appendix B table 8)

15.4 Home Ownership

The target for service charge collection was achieved.

15.5 Estate Services

The overall quality of estates as monitored by Estate Services Managers has been high over the year. The end of year figure for the internal standard of blocks is below the 95% target at 91%. The figure for external areas is 89% against a target of 95%. Action plans are in place to address issues of concern. The Accord figure for Estate cleanliness for the year end is 98.14% against a target of 95%.

15.6 Tenancy Management

The percentage of stage 1 anti-social behaviour cases completed in timescales was just below target in March, but performance over the last two months has been the best of the year.

97% of tenancy checks were completed by the end of March. . A detailed analysis of the 3% of cases deemed not to have been checked has been completed and necessary action taken or planned.

There was an improvement in the percentage of welcome visits completed by tenancy managers within six weeks of a new tenant moving into their property but this is still somewhat below target.

Two recent developments will contribute to improved performance in this area going forward into 07/08. Since February, a report has been available that allows managers to track progress on a weekly basis. This has directly led to the improved performance in March. Tenancy Management Officers took over the signing up of new tenants from the Lettings Team in December, which again led to improved performance as they were able to make firm appointments there and then with new tenants.

16.0 Fixed Penalty notices

At the quarterly meeting on 25.05.07 between HfH and LBH it was agreed in principle that the management agreement be amended to allow HfH staff to issue fixed penalty notices targeted at a range of anti social behaviour such as dumping of refuse and litter. HfH to provide legal clarification regarding HfH officers not being able to attend court. Once this clarification has been provided the Lead member for Housing will sign the agreement to amend the Management agreement.

17.0 Conclusion

- 17.1 Performance against the key 9 indicators in the first year of operation for Homes for Haringey has been disappointing, 5 out of 9 targets have not been met. However it has to be remembered that performance indicators are only one part of the overall performance of any organisation but more improvement work has to be done if the performance against these indicators is going to improve. .
- 17.2 Partnership work with the Council has continued to develop and evolve. The format of the monthly monitoring meetings has changed to enable issues to be investigated more fully and understood by all parties involved.
- 17.3 Action plans have been developed to address areas where improvement is needed e.g. income collection and procedures have been streamlined to ensure that actions take place on time, coordinating the HfH void process with the Councils lettings process to reduce the void turn around times or addressing the backlog of requests for aids and adaptations.
- 17.4 The Council will continue to monitor performance through the monthly and quarterly performance meetings.

Appendix A

In terms of comparison with other Local Authorities and ALMOs in the London region the tables below from Housemark and HfH/LBH data show the position for year ending March 2007.

- **BV 66a Collection rates including arrears 2006/07**

There were responses from 13 organisations included in table 1 below. The figure of 96.53 shows HfH ranks 9th. The data shows that the overall collection rate in Haringey remains just below the median however, HfH performance ranks in the top quartile for rent collection for the properties it manages when the council's hostels are taken out of the equation. The combined 2006/07 year end target for HfH and hostels was 97.5%. Therefore the target has not been met.

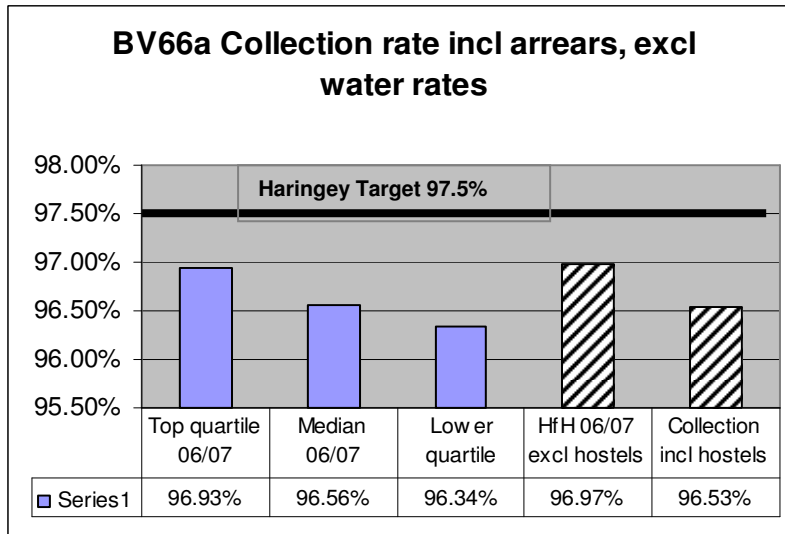


Table 1 (Source Housemark and HfH report)

- **BV 66b % of tenants owing over 7 weeks gross rent 2006/07**

Twelve organisations provided data for the indicator below. HfH was ranked 12th in terms of performance against this indicator. At the end of 2006/07, 14.74% of tenants owed over 7 weeks gross rent against a year end target of 10.0%. Therefore this target has not been met

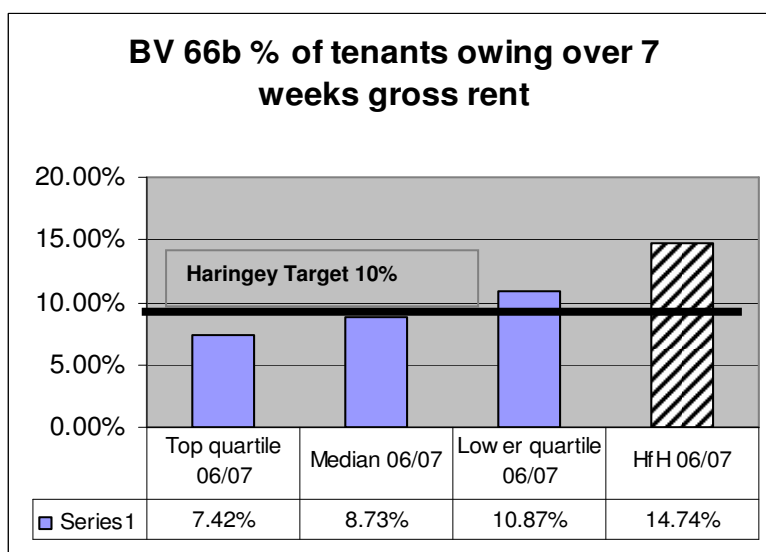


Table 2 (Source Housemark and HfH report)

- BV 66C % of tenants in arrears with Notice of Seeking Possession 2006/07**
 Thirteen organisations provided data on this indicator. HfH was ranked first in terms of performance against this indicator. (For this particular indicator low performance is good.) This indicator shows if the organisation is relying too heavily on the legal process to recover income and not considering alternative methods of arrears recovery. This indicator has to be read in context with the other elements of the indicator. This will be explained in more detail in the Members briefing to be prepared by HfH referred to above. Therefore HFH outperformed on this indicator but this adversely affected the collection rate as previously mentioned.

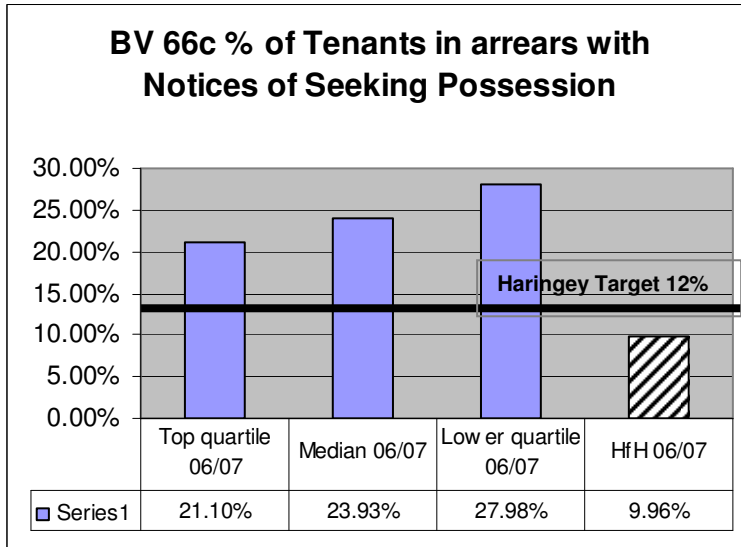


Table 3 (Source Housemark and HfH report)

- BV212 Average re-let time for local authority voids**
 Thirteen London based organisations provided data for this indicator. HfH was ranked 12th and is in the lower quartile in terms of performance. As shown in the table below the 2006/07 year end figure shows that it took 36.76 days on average to relet a void property against a target of 27 days. The issues have been highlighted elsewhere.

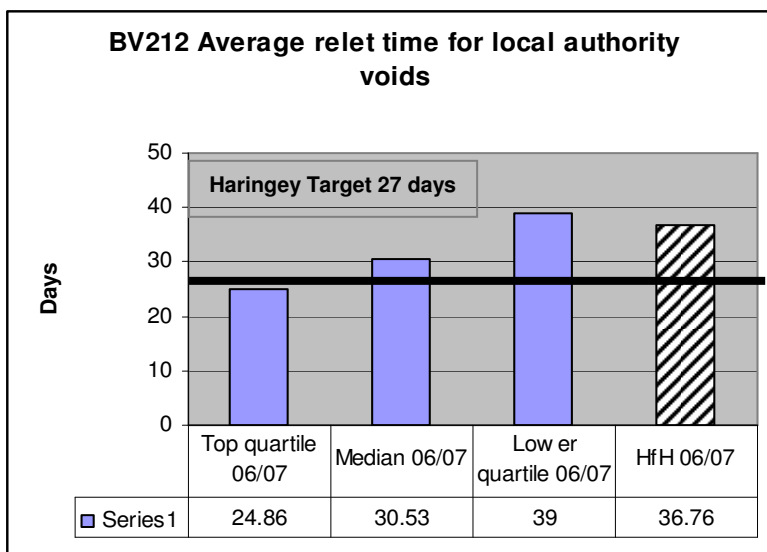


Table 4 (Source Housemark and HfH report)

- **BV 72 % specified urgent repairs completed in Government time limits**

Eleven respondents provided data for this indicator. HfH was ranked 10th out of the 11 organisations that provided data.

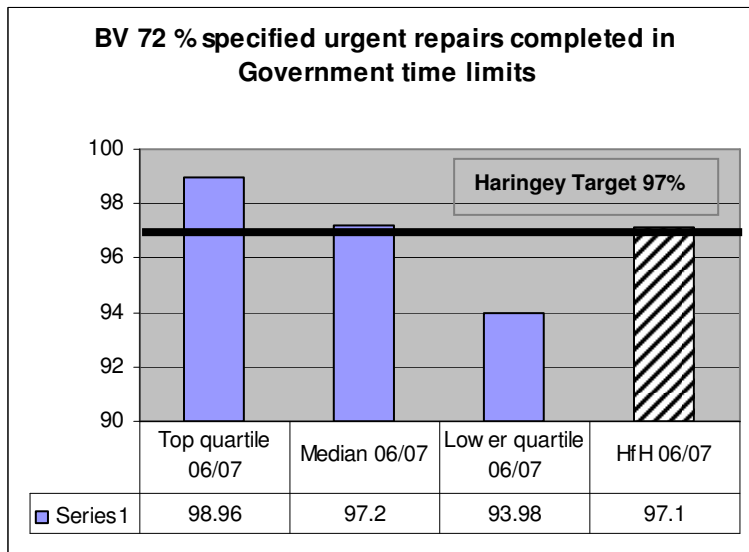


Table 5 (Source Housemark and HfH report)

- **BV 73 Average time taken to complete all non urgent repairs 2006/07**

Twelve organisations provided data for this indicator. HfH was ranked 11th in terms of performance and is in the lower quartile in terms of performance.

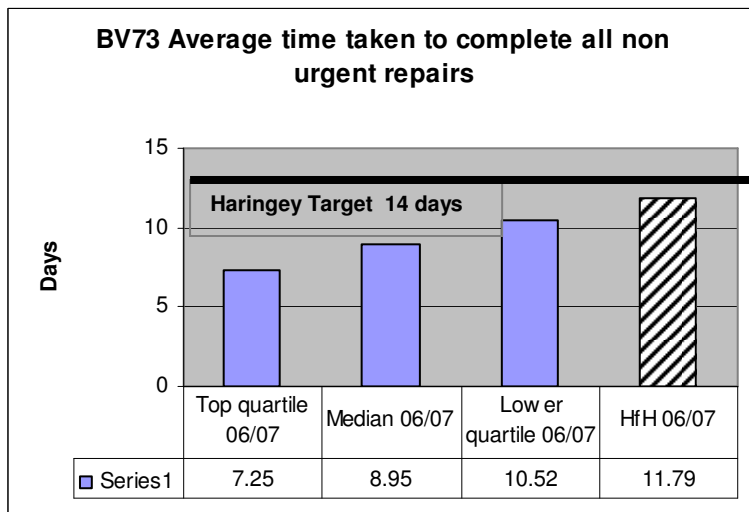


Table 6 (Source Housemark and HfH report)

- **BV74A Satisfaction of Tenants with overall services**

The table below demonstrates tenant satisfaction with the services provided by HfH has declined in 2006/07. This decline reflects an overall decline in tenant satisfaction among other organisations in London. There are several possible explanations for this decline which will need to be investigated over the coming months. However one of the main possible reasons is that the 3 yearly National Federation of Housing Tenant Satisfaction (STATUS) survey was a postal survey in 2006. Postal surveys traditionally have lower

response rates and possibly different outcomes than other forms of survey. Previously Haringey used telephone and face to face surveys. Out of the 11 organisations who provided data for this indicator HfH was ranked 10th in 2006/07. Therefore this target has not been met.

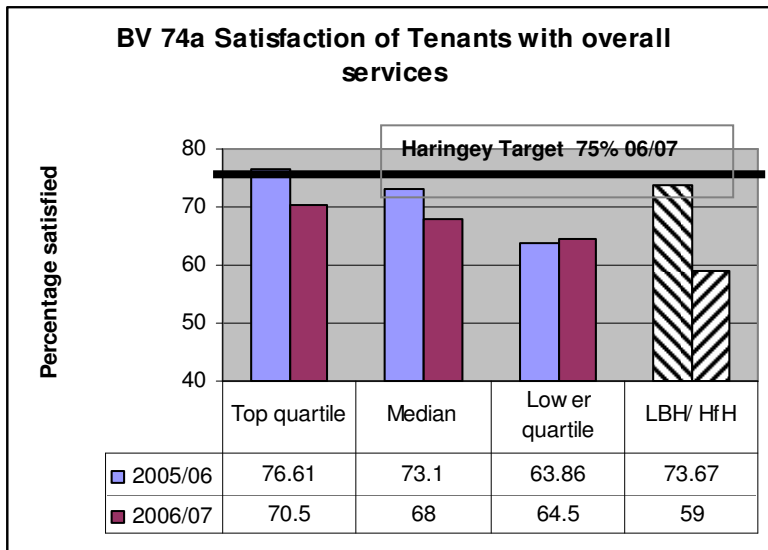


Table 7 (Source Housemark and HfH report)

- **BV 75A % of Tenants satisfied with opportunities to participate in management and decision making 2006/07**

As with table 7 above the data in this table shows a decline in tenant satisfaction as this data was collected in the STATUS survey. HfH reflects this trend. In 2006/07 11 organisations have provided data on this indicator and HfH is ranked 7th. As for table 7 above this decline in satisfaction will be investigated over the coming months. Therefore this target has not been met.

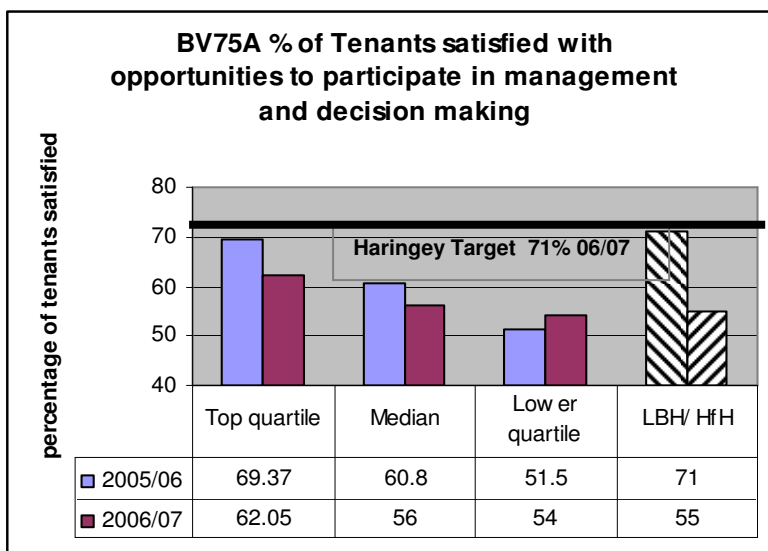
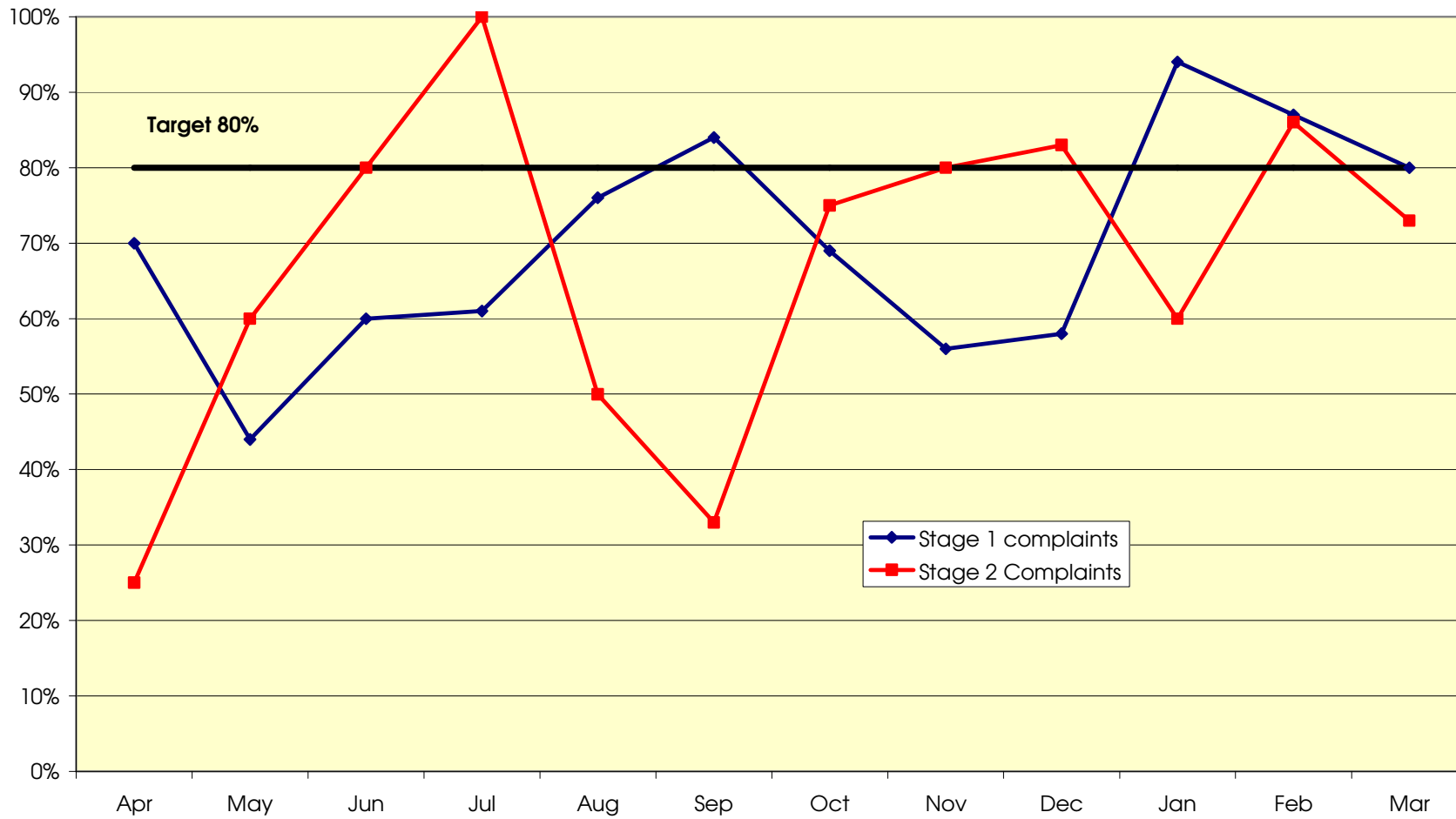


Table 8 (Source Housemark and HfH report)

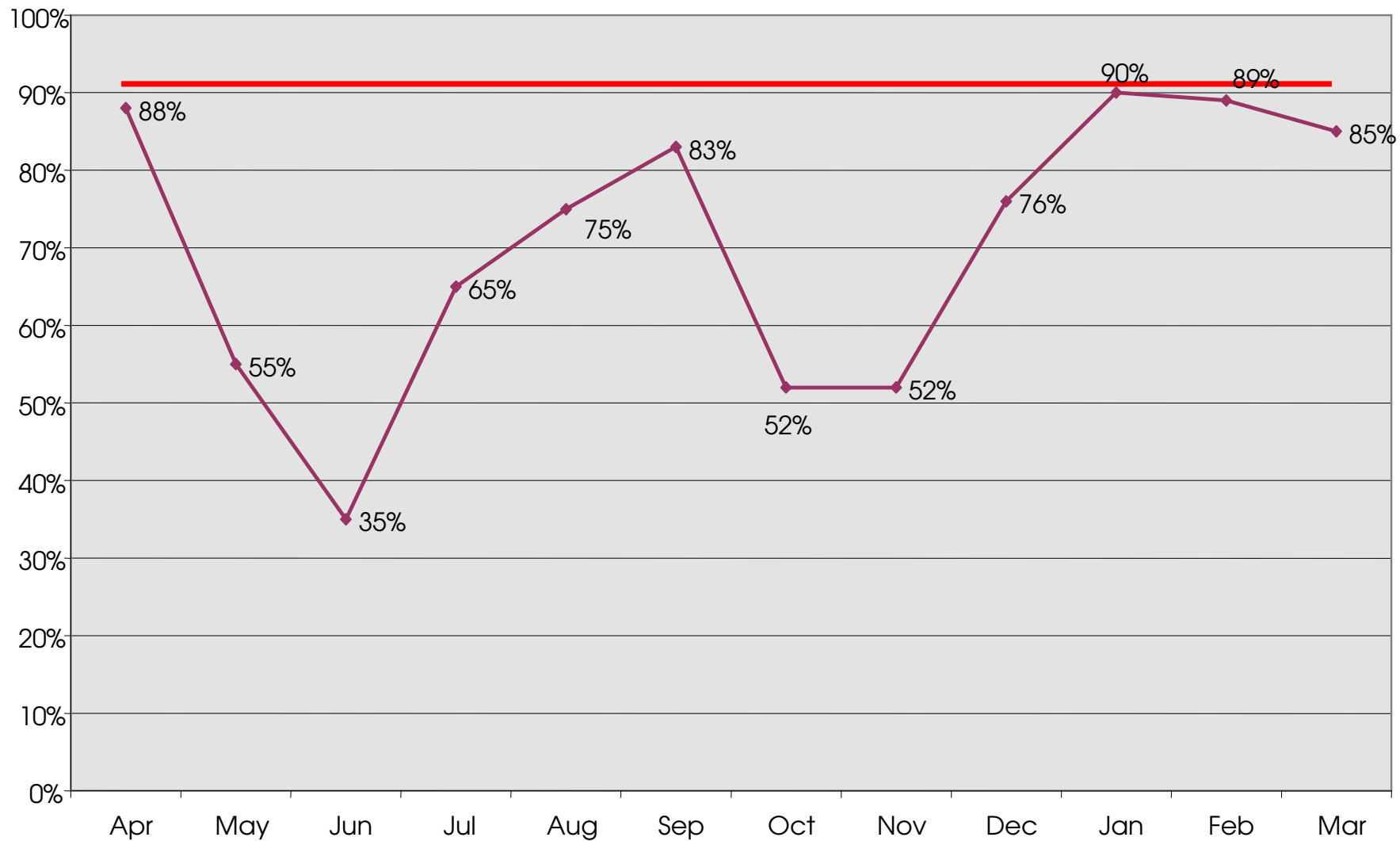
Appendix B Table 1: % of Stage 1 and Stage 2 complaints answered in target

2006/07 performance - % stage 1 and stage 2 complaints answered in target



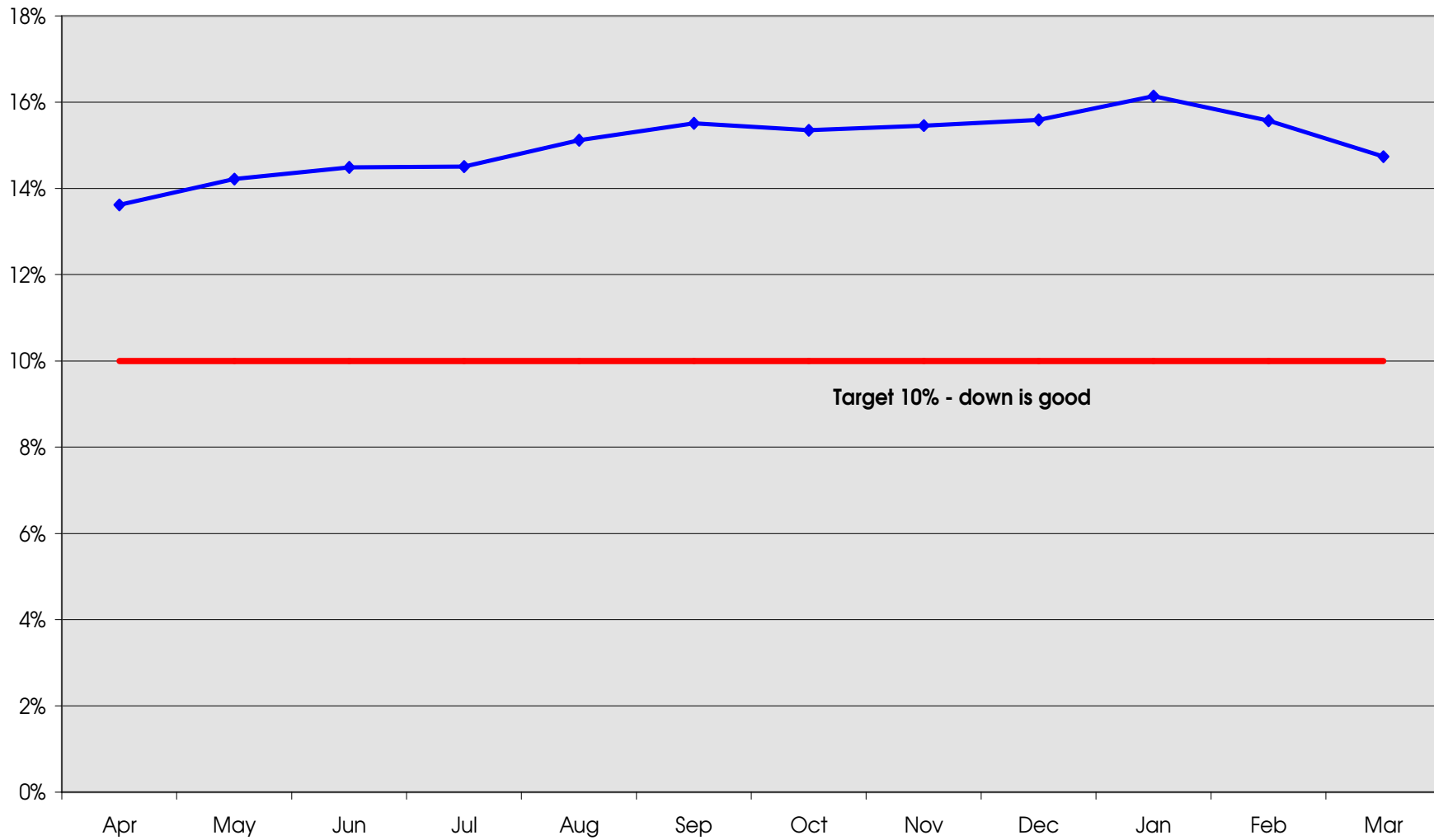
Appendix B Table 2: % of Members enquiries answered in 10 day target

2006/07 - % members enquiries answered in 10 day target



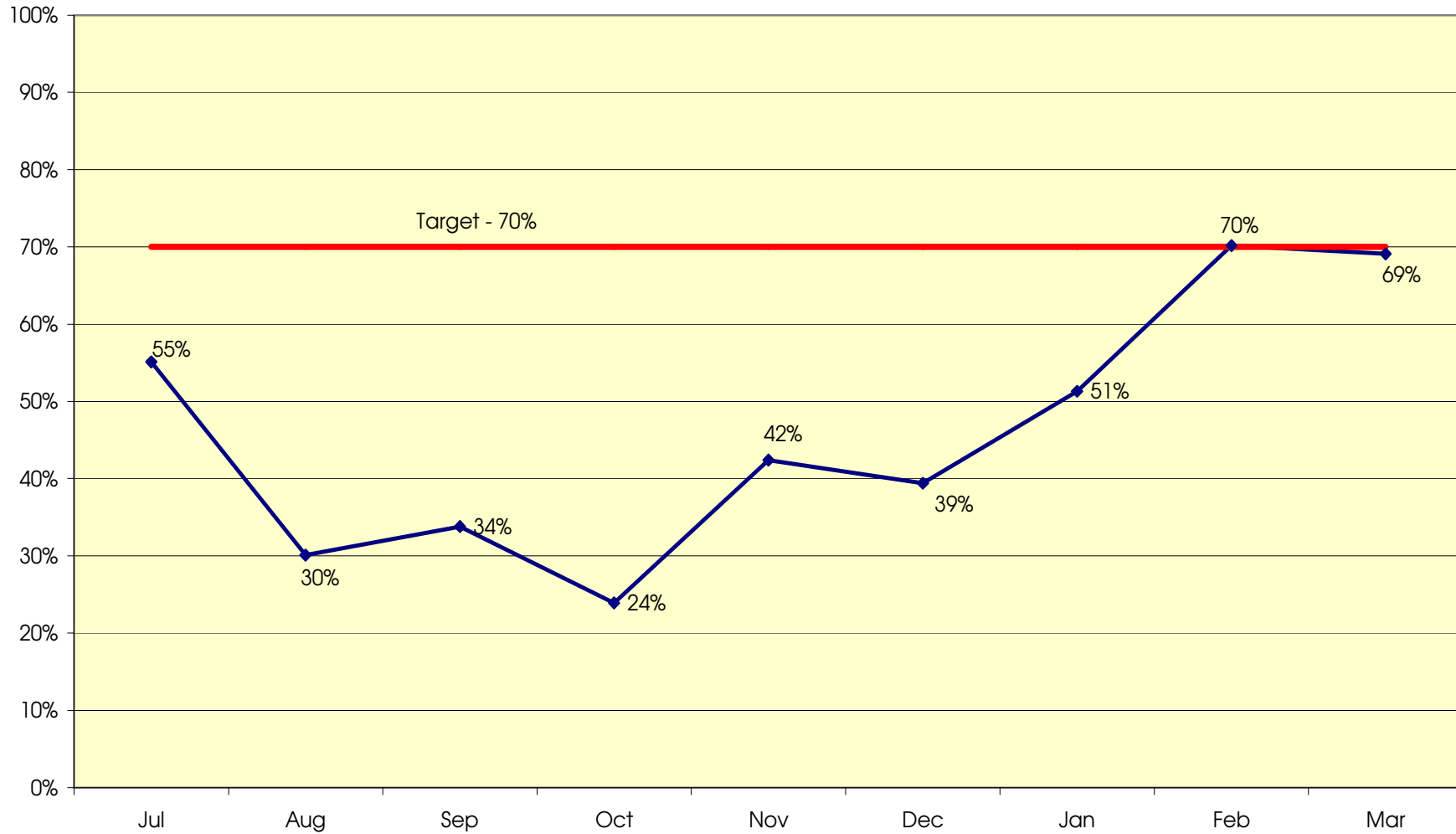
Appendix B Table 3: BV 66b % of tenants owing over 7 weeks gross rent

2006/07 - % of tenants owing over 7 weeks gross rent



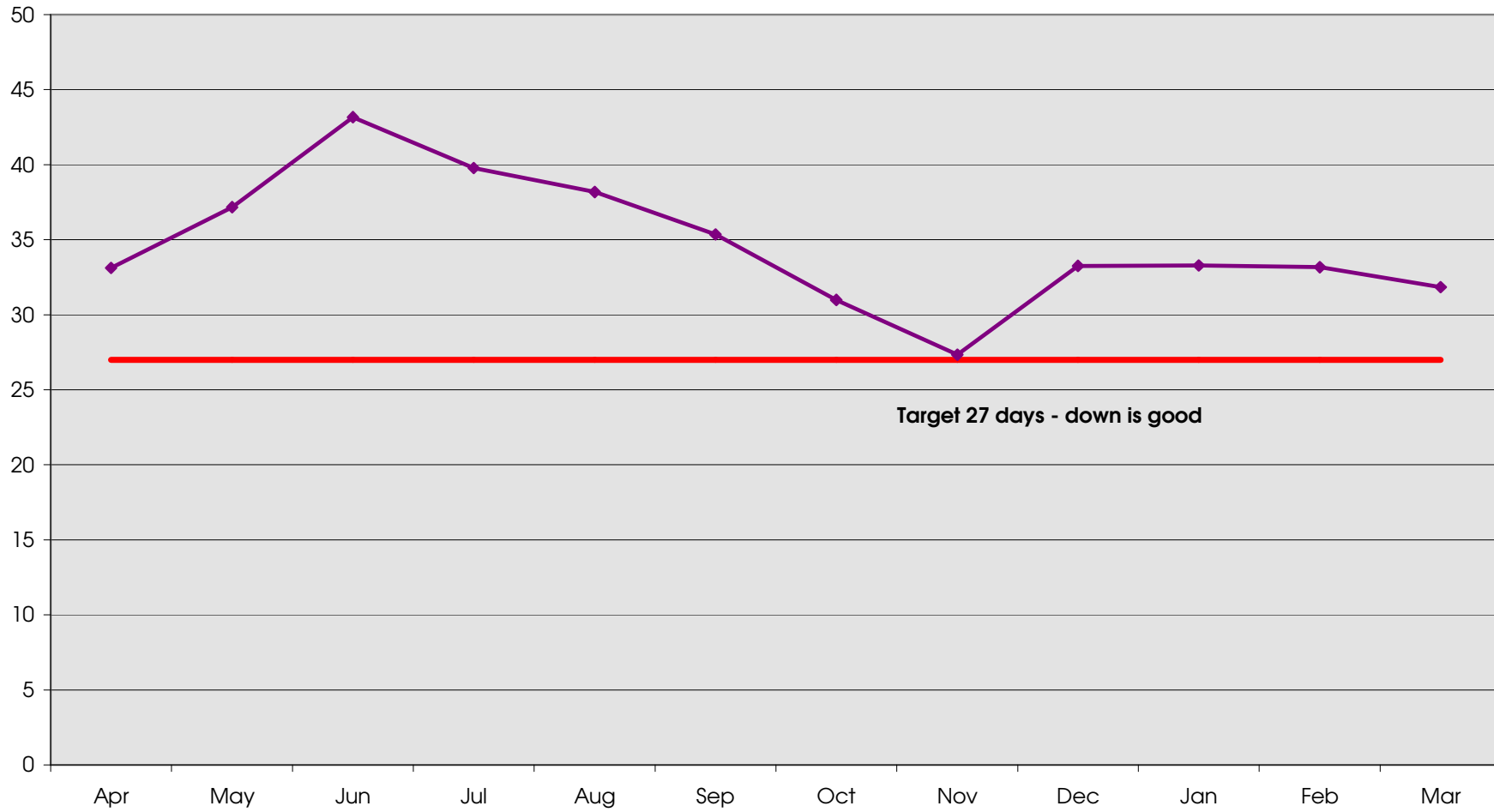
Appendix B Table 4: % of stage 1 ASB tasks completed in target

2006/07 - % of stage 1 ASB tasks completed in target



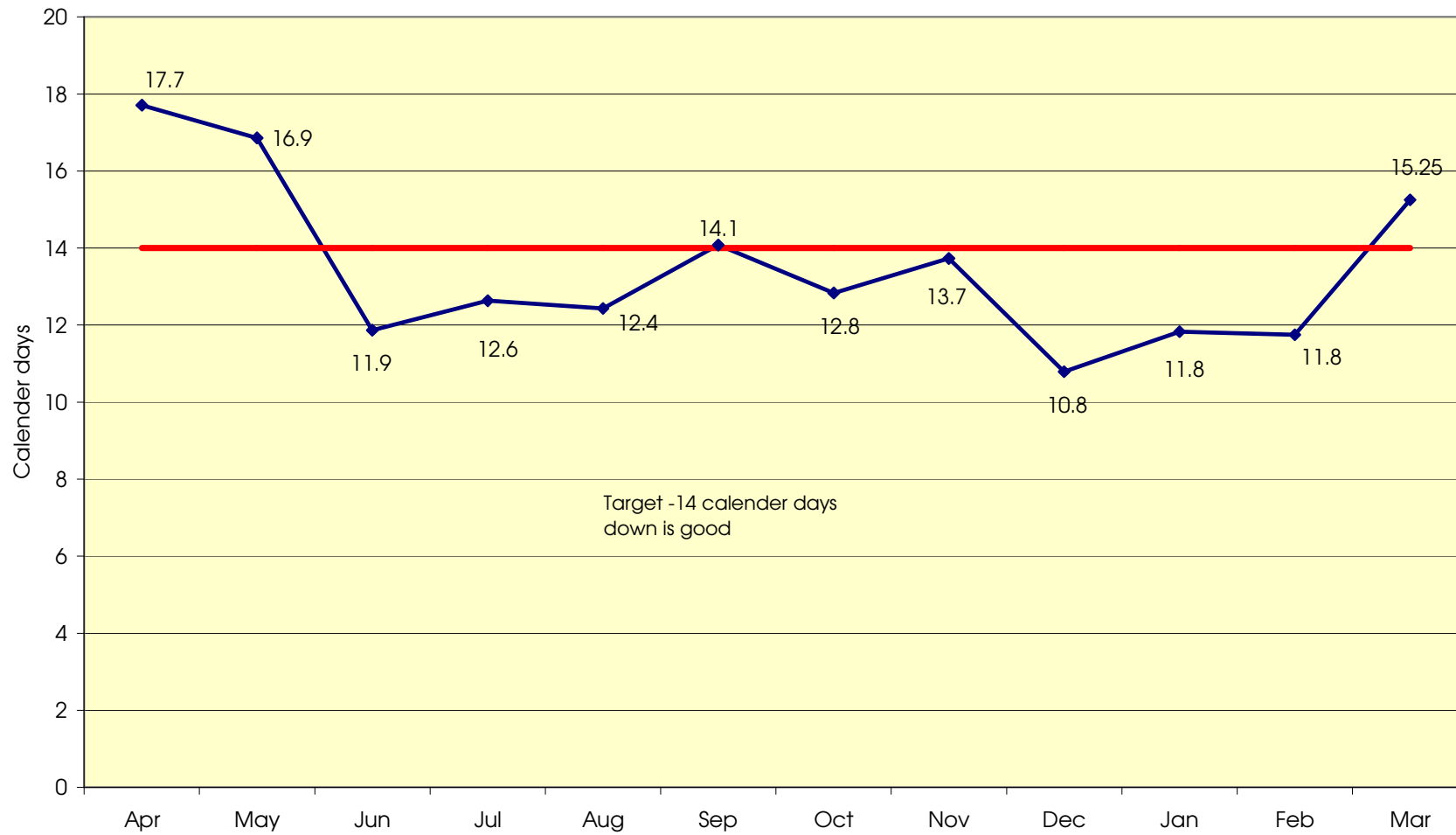
Appendix B Table 5: BV212 average void turnaround in calendar days

2006/07 - average void turnaround in calendar days



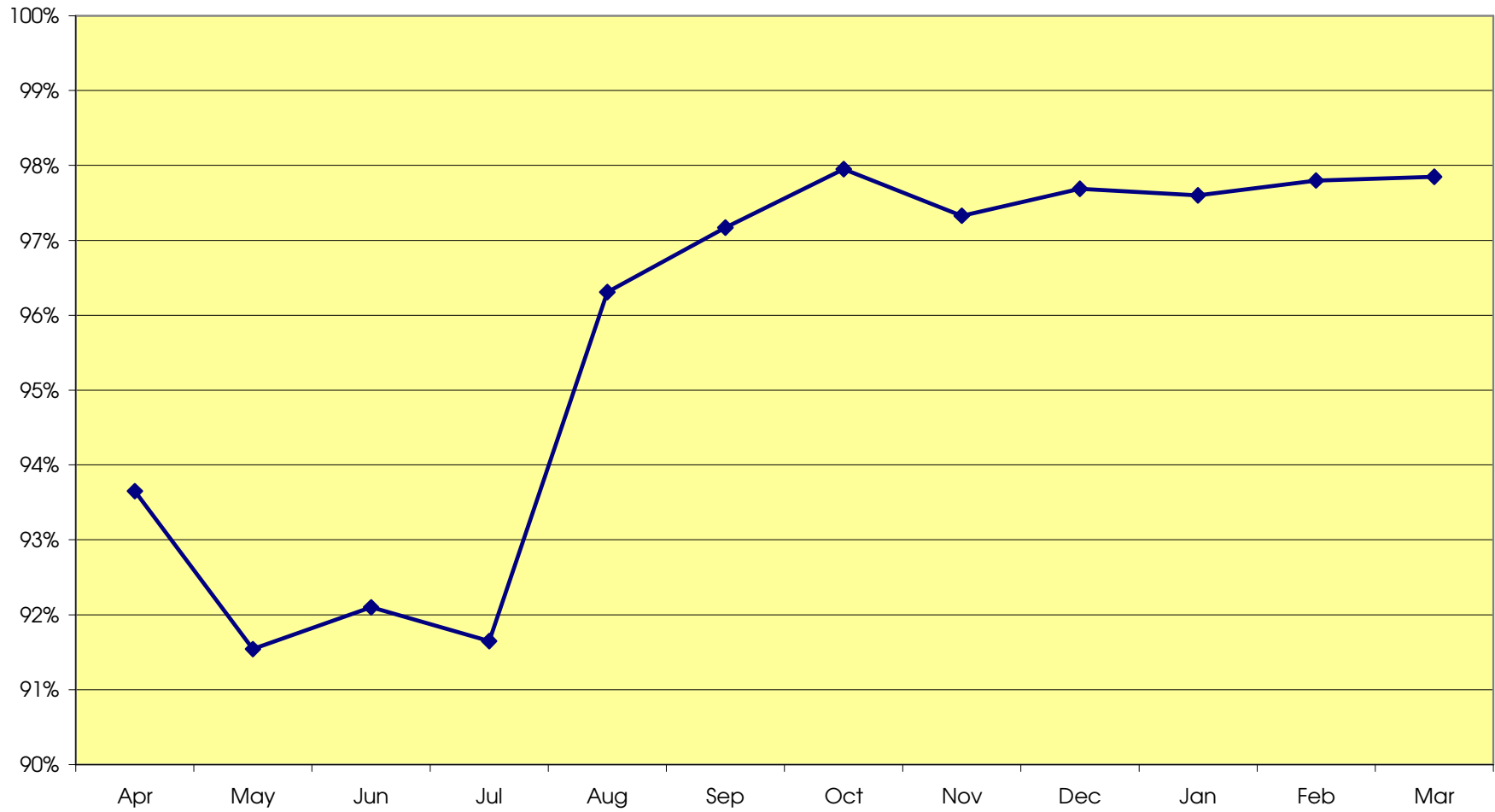
Appendix B Table 6: BV 73 Average time in calendar days to complete non-urgent repairs

2006/07 - Average time in calendar days to complete non-urgent repairs



Appendix B Table 7: % of homes with valid gas certificate

2006/07 - % of homes with valid gas certificate



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Cabinet**On 19 June 2007**

Report Title: **Response to the Scrutiny Review of Improving the Health of People with Profound and Multiple Learning Disabilities**

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

Wards(s) affected: **All**

Report for: **Non Key**

1. Purpose

1.1 To respond to the recommendations of the recent scrutiny review

2. Introduction by Cabinet Member

2.1 As Executive Member for Social services and Health I welcome the publication of this scrutiny report.

2.2 There is clear evidence to show that Adults with learning disabilities (LD), particularly those with profound and complex needs face terrific inequality in accessing many aspects of health care. An action plan has been developed jointly with the Teaching Primary Care Trust (TPCT) to ensure that the recommendations can be implemented in a planned way.

3. Recommendations

3.1 That members welcome the recommendations of the scrutiny review

3.2 That members agree the action plan as set out in Appendix A

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

Contact Officer: **Gary Jefferson, Head of Service, Learning Disabilities Partnership.**
gary.jefferson@haringey.gov.uk, 020 8489 1383

4. Director of Finance Comments

4.1 The Director of Finance has been consulted and there are no specific financial implications arising from this report. The financial implications arising from implementing the action plan will need to be fully identified and reported through financial management processes of the council.

5. Head of Legal Services Comments

5.1 There are no legal implications in the consideration of this report and action plan.

6. Local Government (Access to Information) Act 1985

6.1 Report to Scrutiny Committee – Improving the health of people with profound and multiple learning disabilities

6.2 [Also list reasons for *exemption or confidentiality (if applicable)]

7. Strategic Implications

7.1 Adults with learning disabilities (LD) including those with Profound and Multiple Learning Disabilities (PMLD) and people with milder forms of disabilities face clear health inequalities.

7.2 Many of the recommendations contained in the report are clearly the responsibility of the local specialist Learning Disabilities Partnership. However for change to take place other non specialist services will need to ensure that that they respond in a positive way to what is proposed.

7.3 The report also highlights the needs of carers in their role in ensuring that the person that they care for remains healthy. Many of these people also have poor health themselves which at times affect their ability to care.

7.4 The scrutiny review made 21 recommendations and the initial responses to these are outline in Appendix A

8. Financial Implications

8.1 There are no financial implications in the delivery of the recommendations of this review. All change can be achieved from available resources.

9. Legal Implications

9.1 There are no legal implications contained in this report.

10. Equalities Implications

10.1 People with PMLD are amongst some of the most disadvantage members of our community.

10.2 Within the local population of people with a learning disability there is a higher proportion from certain African/Caribbean and Asian communities than the wider population. For example, there is a higher prevalence of autism amongst the males from African/Caribbean community.

10.3 In addition there is a higher prevalence of learning disability in the east of the borough than the west.

11. Consultation

11.1 The review panel included members from the local patient and public Involvement Group, voluntary organisations and staff both from the NHS and local authority. The National Development Team for Learning Disabilities undertook a detailed consultation with a group of carers of people with a PMLD. This included individual and group interviews together with the keeping of a diary about experiences of accessing health care.

In addition, the review and recommendations have been discussed at the Learning Disabilities Partnership Board, Carers Forum, and Service Users Forum.

All consultations were positive and many people appreciated that their individual experiences were taken into consideration by the review.

12. Background

12.1 The scrutiny review of health services for people with profound and multiple learning disabilities started in May 2006 and was completed in February 2007.

The review had two strands:

- A health scrutiny review by a panel of members and key stakeholders
- “Action Learning” which looked at how the review worked and the lessons for similar reviews

A vast amount of research was undertaken and the National Development Team for Learning Disabilities undertook a detailed consultation exercise with a sample of eight carers.

12.2 People with learning disabilities have much poorer health than the general population and services have traditionally failed to ensure the health needs of people with learning disability are met

Research has shown that:

- People with learning disabilities, particularly people with Down’s Syndrome have an increased risk of early death to the general population
- The incidence of deaths from cancer in the UK is currently higher than the general population (26% vs. 11.7% - 17.5%)
- Women with learning disabilities are less likely to undergo cervical smear tests than the general population (19% vs. 77%). There is a similar situation for breast cancer examinations.
- People with a LD are affected by Coronary Heart Disease at higher levels than other members of the community.
- Respiratory disease is the leading cause of death for people with learning disabilities (46% - 52% compared to 15% - 17%)
- Health screening when undertaken reveals high levels of unmet physical and mental health needs
- People with learning disabilities are between 8.5 and 200 times more likely to have visual impairment in comparison to the general population
- Prevalence rates for schizophrenia in people with learning disabilities are approximately three times greater than the general population.

12.3 This review concluded that:

- People with learning disability are seen as a low priority in many services.
- Many healthcare staff do not understand much about the differing needs of people with a disability.
- Staff rarely consult or involve families and carers.
- Many people do not get appropriate treatment that would help them as staff are unsure about how people can give their consent.
- Access to complaints are often ineffectual
- People are seen as often only needing help in relation to their learning disability and not wider health needs.
- The needs of carers in how they are able to support somebody is often not taken into consideration

13. Conclusion

- 13.1 The scrutiny review was both wide ranging and timely and has focussed on key issues relating to the health of local residents with learning disabilities
- 13.2 The approach of the review in involving and taking evidence from the local groups and carers is to be welcomed.
- 13.3 We are confident that if the recommendations of this review are implemented many of the barriers that exist to prevent equal access to healthcare for people with PMLD will be reduced.

14. Use of Appendices / Tables / Photographs

Appendix A – Action Plan

SCRUTINY UPDATE

Scrutiny Recommendation and Executive Decision	Target Implementation Date	Who Responsible (who and what)	Implemented?	Service or Performance Improvement Measurable outcomes	
				Yes/No*	This must be completed
<p>Recommendation One</p> <p>That, as part of further development work on its Disability Equality Scheme (DES) as recommended by the Disability Rights Commission (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. (Agreed)</p>	01/04/08	<p>Gerry Taylor – Director of Commissioning TPCT</p> <p>Vicky Hobart/Michelle Daniels</p>	Yes	<p>Link to TPCT commissioning strategy /incremental process.</p> <p>A health equality Audit is to be completed to ensure equitable standard of healthcare to that of wider population.</p>	
<p>Recommendation Two</p> <p>That, in respect of Health Action Plans;</p> <ul style="list-style-type: none"> 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. <p>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. (Agreed)</p>	01/04/08 01/07/07	<p>Farzad Fazilat – Head of the Combined Team</p> <p>Farzad Fazilat – Head of the Combined Team</p>		<p>Target set for 07/08 and reported monthly</p> <p>Review formats revised to include section on HAP</p>	

Scrutiny Recommendation and Executive Decision	Target Implementation Date	Who Responsible (who and what)	Implemented?	Service or Performance Improvement Measurable outcomes
<p>Recommendation Three 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. (Agreed)</p>	01/10/07	Farzad Fazilat – Head of the Combined Team	Yes/No*	<p><i>This must be completed</i></p> <p>A review of the role of the Combined Team in supporting people admitted to hospital to be completed</p>
<p>Recommendation Four 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. (Agreed)</p> <p>Recommendation Five 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. (Agreed)</p>	01/10./07	Jaya Balchandani – Associate Director of Procurement TPCT		<p>That the present responsibilities are clarified and clear guidelines are in place</p> <p>This should be covered under tariff and elements for vulnerable people in the contract with acute trust. TCPT to write to North Middlesex University Hospital to clarify what the responsibilities for funding support are.</p> <p>That training of Making Information Easier to Understand is made available and information on the differing needs of people with a PMLD is made available to healthcare staff.</p>
<p>Recommendation Six That action be taken to improve take up levels for routine screenings for people with LD and PMLD through: the Learning Disabilities Partnership</p>	01/10/07	Gary Jefferson - Head of Learning Disabilities Partnership / Director of Primary Care		<p>That systems of monitoring the take up by people with learning disabilities be considered. That once these are established clear targets are set</p>

Scrutiny Recommendation and Executive Decision	Target Implementation Date	Who Responsible (who and what)	Implemented?	Service or Performance Improvement Measurable outcomes
<p>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. (Agreed)</p>			Yes/No*	This must be completed
<p>Recommendation Seven 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. (Agreed)</p>	01/07/07	Gary Jefferson - Head of Learning Disabilities Partnership		That an audit of people known to LD Service with an aid or adaptation takes place and an OT from the adaptations service attends the review
<p>Recommendation Eight That Carers Assessments undertaken by the Learning Disabilities Partnership routinely assess entitlement to benefits. (Agreed)</p>	01/07/07	Farzad Fazilat – Head of the Combined Team		That where an assessment identifies a potential for increased benefit take up that a referral is made to Income Maximisation Team
<p>Recommendation Nine That the Learning Disabilities Partnership provides carers with appropriate guidance and training on accessing health services and that relevant information be included within Health Action Plans.</p>	01/10/07	Gary Jefferson - Head of Learning Disabilities Partnership		An information leaflet developed for carers and where necessary included in health action plans

Scrutiny Recommendation and Executive Decision	Target Implementation Date	Who Responsible (who and what)	Implemented?	Service or Performance Improvement Measurable outcomes
<i>(Agreed)</i>			Yes/No*	<i>This must be completed</i>
Recommendation Ten 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. <i>(Agreed)</i>	01/10/07	Gary Jefferson - Head of Learning Disabilities Partnership		See recommendation 9
Recommendation Eleven That the Council considers signing up to the local authorities charter for the Every Disabled Child Matters campaign. <i>(Agreed)</i>	01/04/07	Phil DiLeo – Senior Strategy Manager		Commitment already given
Recommendation Twelve 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. <i>(Agreed)</i>	01/10/07	James Slater, Director of Performance and Primary Care		That targets are identified for the number of GP practices able to identify people with learning disabilities. Head of IT to follow up with IT team re IT software. Develop Local Enhanced service in relation to primary care recommendations.
Recommendation Thirteen 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	01/04/08	Harry Turner Director of Procurement/Gerry Taylor – Director of Commissioning TPCT Michele Daniels James Slater		That the requirements of the DDA are included in all contracts Check the review what is in the contracts / monitoring

Scrutiny Recommendation and Executive Decision	Target Implementation Date	Who Responsible (who and what)	Implemented?	Service or Performance Improvement Measurable outcomes
and sets a specific date by which such new contractual obligations will be introduced. (Agreed)			Yes/No*	<i>This must be completed</i>
Recommendation Fourteen 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. (Agreed)	01/10/07	Gary Jefferson - Head of Learning Disabilities Partnership		See recommendation 5
Recommendation Fifteen 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. (Agreed)	01/10/07	Gary Jefferson - Head of Learning Disabilities Partnership		See recommendation 5
Recommendation Sixteen 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. (Agreed)	01/10/07	James Slater - Director of Performance & Primary Care		That each collaborative cluster has a GP to champion the development of good practice under LES
Recommendation Seventeen That the LD Partnership review the roles of specialist community nursing in relation to	01/10/07	Farzad Fazilat – Head of the Combined Team		See recommendation 3

Scrutiny Recommendation and Executive Decision	Target Implementation Date	Who Responsible (who and what)	Implemented?	Service or Performance Improvement Measurable outcomes
			Yes/No*	<i>This must be completed</i>
<p>how they support service users and carers accessing general health services and, in particular, acute trusts. (Agreed)</p>				
<p>Recommendation Eighteen 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. (Agreed)</p>	01/10/07	Gerry Taylor – Director of Commissioning TPCT		That this decision is reviewed
<p>Recommendation Nineteen 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. (Agreed)</p>	01/10/07	Vanessa Bogle – Directorate of Public Health		That the strategy is reviewed to include the specific needs of people with a PMLD
<p>Recommendation Twenty 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. (Agreed)</p>	01/10/07	John Morris – Assistant Director, Recreation		That targets be set and monitored through usual performance management systems
<p>Recommendation Twenty One That the Learning Disabilities Partnership enter into discussion with the Sports and Leisure Service with a view to establishing a</p>	01/10/07	Gary Jefferson - Head of Learning Disabilities Partnership & John Morris –		That the setting up of a subsidised active card for people with a PMLD be considered.

Scrutiny Recommendation and Executive Decision	Target Implementation Date	Who Responsible (who and what)	Implemented?	Service or Performance Improvement Measurable outcomes
scheme for subsidised purchase of active cards for clients. (Agreed)		Assistant Director, Recreation	Yes/No*	This must be completed

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Agenda item:

The Cabinet**19 June 2007**

Report Title: Appointment of the Procurement Committee and the Voluntary Sector Committee

Forward Plan reference number (if applicable): n/a

Report of: The Chief Executive

Wards(s) affected: All

Report for: key decision

1. Purpose

1.1 To appoint Cabinet Members to serve on the Procurement Committee and the Voluntary Sector Committee for the 2007/08 Municipal Year and to confirm the terms of reference of the two committees.

2. Introduction by Executive Member

- 2.1 This report sets out proposals for the appointment of Members to serve on two Executive decision-making committees, the Cabinet Procurement Committee and the Cabinet Voluntary Sector Committee. Their terms of reference are outlined for our confirmation.
- 2.2 The Procurement Committee will play an important part in enabling us to undertake our responsibilities in relation to contract and procurement decisions. Good procurement decisions are central to sound financial management and our continued commitment to achieving value for money and the delivery of excellent services to Haringey's communities.
- 2.3 The Voluntary Sector Committee will enable the Council to build on the constructive and positive relationships with our partners within the Voluntary Sector. The remit of this Committee now goes beyond the scope of solely allocating grant aid to that of issues relating to the Voluntary Sector in general.
- 2.4 These Cabinet decision-making Committees will continue to operate in the spirit of openness, transparency and accountability.

3. Recommendations

3.1 That the Cabinet appoint Members to serve on the Procurement Committee and on the Voluntary Sector Committee for the 2007/08 municipal year.

3.2 That the terms of reference of the Cabinet Procurement Committee and of the Cabinet Voluntary Sector Committee as outlined in paragraphs 8.2 and 8.3 below respectively be confirmed.

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



Contact Officer: Richard Burbidge, Principal Support Manager, Member Services
(Tel. No. 8489 2923 Fax No. 8881 5218)

4. Executive Summary

4.1 Because of the need to arrange meetings of the Cabinet Procurement Committee and of the Cabinet Voluntary Sector Committee it is necessary to ensure the early appointment of Members to serve on these on these two sub-ordinate bodies of the Executive in the 2007/08 municipal year.

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

5.1 The Constitution sets out rules for the Responsibility for Functions as well as the terms of reference of the Cabinet and Cabinet Committees.

6. Local Government (Access to Information) Act 1985

6.1 Report to the meeting of the Executive on 13 June 2006 entitled 'Appointment of the Executive Procurement Committee' and the 'Appointment of Executive Voluntary Sector Committee'

6.2 Agenda for the Annual Meeting of the Council held on 21 May 2007.

7. Background

7.1 The Council at their Annual Meeting on 21 May 2007 adopted a revised Constitution which included, amongst other things, the terms of reference of the Cabinet and of Decision Making Committees of the Cabinet.

8. Description

8.1 As decision making Committees of the Cabinet, the membership of the Procurement Committee and the Voluntary Sector Committee may only include Cabinet Members.

- 8.2 It is proposed that for the municipal year 2007/08 the membership of the Procurement Committee be 4 with a quorum of 2 and consist of -

Cabinet Member Resources (Chair)
Leader of the Council
Cabinet Member Children and Young People
Cabinet Member Housing

It is also proposed that the Members appointed be entitled to name any other Member of the Cabinet as a substitute in the event of absence from a meeting and that substitutes, when attending in that capacity, be recorded in the minutes as so doing and be entitled to carry full voting and other rights and responsibilities.

The Terms of Reference of the Committee agreed by the Council were as follows

-

- a) To exercise the functions of the Cabinet in respect of all contracts for procurement for works, goods or services in accordance with the Contract Procedure Rules set out in Part Four Section J of the Constitution except for those matters expressly delegated to any other body or person;
- b) To undertake particular powers included within (a) as follows:
 - (i) waiver of Contract Procedure Rules where appropriate;
 - (ii) acceptance of tenders/award of contracts where appropriate;
 - (iii) approving variations, extensions and novations of contracts where appropriate;
 - (iv) annual review of Contract Procedure Rules;
 - (v) receive quarterly reports of the Director of Adults, Culture and Community Services and the Director of the Children and Young People's Services in relation to 'spot contracts';
 - (vi) agreeing of approved lists of contractors;
- c) To oversee the process and receive reports at key milestones in respect of procurement of strategic service areas;
- d) To advise the Cabinet on all matters concerned with procurement generally.

- 8.3 It is proposed that for 2007/08 the membership of the Voluntary Sector Committee be 5 with a quorum of 2 and consist of-

Cabinet Member for Community Cohesion and Involvement (Chair)
Cabinet Member for Enforcement and Safer Communities
Cabinet Member Resources

Plus 2 other Members of the Cabinet (All Members of the Cabinet to act as a panel of substitutes with three to be selected according to whose

portfolio responsibilities were relevant to the particular areas of activity under review).

The Terms of Reference of the Committee agreed by the Council were as follows –

- a) To consider officer recommendations for future funding and agree the awarding of grant aid to the voluntary and community sector;
- b) To review funding to organisations where there is a potential breach of conditions of grant aid and/or service level agreement
- c) To advise the Cabinet on variations to the overall grant policy;
- d) To advise the Cabinet on all aspects of the Council's relationship with the Voluntary Sector including the management and use of the community buildings portfolio.

9. Comments of the Acting Head of Legal Services

- 9.1 The Council's Constitution sets out the relevant Cabinet arrangements at Part Three, Section D and confirms that the Cabinet may establish decision making committees, which may only include Cabinet Members. The Cabinet may establish advisory Committees, the membership of which need not be limited to Cabinet Members. The Cabinet may change them, abolish them, or create further ones, at its own discretion. Unless changed or abolished, the two decision-making Committees continue in operation without the need for formal renewal each year.

10. Comments of Director of Finance

- 10.1 The Director of Finance has been consulted on this report and has no comments to add.

11. Summary and Conclusions

- 11.1 This report sets out the provisions contained in the Constitution in relation to the establishment of Committees of the Cabinet and the appointments to the two decision making committees which were made in the 2006/07 Municipal Year. The Cabinet is asked to appoint Members to serve on the committees for 2007/08 and to confirm the terms of reference of the committees

12. Recommendations

- 12.1 That the Cabinet appoint Members to serve on the Procurement Committee and on the Voluntary Sector Committee for the 2007/08 municipal year.
- 12.2 That the terms of reference of the Cabinet Procurement Committee and of the Cabinet Voluntary Sector Committee as outlined in paragraphs 8.2 and 8.3 above respectively be confirmed.

The Cabinet**19 June 2007**

Report Title: Appointment of Representatives to Serve on the Haringey Strategic Partnership and its Theme Boards

Forward Plan reference number (if applicable): n/a

Report of: The Chief Executive

Wards(s) affected: All

Report for: Non key decision

1. Purpose

1.1 To propose the appointment of Members to serve on the Haringey Strategic Partnership and its six Theme Boards.

2. Introduction by the Leader of the Council

Haringey Council joined with local agencies to create the Haringey Strategic Partnership (HSP) in April 2002.

One of this administration's priorities is to continue to work constructively with stakeholders and partners and to build on the successes of recent years. The Haringey Strategic Partnership aims to improve the lives of all Haringey residents through effective partnership working between all the service providers across the borough. The role of the Haringey Strategic Partnership Theme Boards is to manage and develop the key objectives of the partnership

The Cabinet is asked to confirm the appointment of Cabinet Members to serve on the HSP and its respective Theme Boards and to authorise the Chief Executive in consultation with me to approve the remaining appointment of non-Cabinet Members.

3. Recommendations

3.1 That the Chief Executive be authorised in consultation with the Leader to appoint three to serve on the **Haringey Strategic Partnership Board** in the light of nominations received from HSP Theme Boards at their initial meetings in the current municipal year.

3.2 That approval be granted to the following appointments of Cabinet Members to serve on the HSP Theme Boards indicated –

Better Places Partnership - Cabinet Member for Community Cohesion and Involvement

Children and Young People's Strategic Partnership Board - Cabinet Member for Children and Young People (Chair), the Leader and the Cabinet Member for Enforcement and Safer Communities

Well Being Partnership Board - Cabinet Member for Housing

3.3 That approval be granted to the continuation of the following non Cabinet Members on the Theme Boards indicated pending the first meetings of those Boards following which the Chief Executive be authorised in consultation with the Leader to make any necessary changes:

Children and Young People's Theme Board – Councillor Jones

Enterprise Partnership Board - Councillor Egan

Safer Communities Executive Board - Councillor Cooke

Well Being Partnership Board – Councillor Bull (as Chair of the Overview & Scrutiny Committee) and Councillor Dogus.

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



Contact Officer: Richard Burbidge, Principal Support Manager, Member Services (Tel. No. 8489 2923 Fax No. 8489 2660).

4. Executive Summary

3.1 The Haringey Strategic Partnership and its Theme Boards will be meeting before the summer recess and it is proposed that the present Council representatives both Cabinet Members and non Cabinet Members continue to serve on those bodies for the time being. Following the first meeting of the respective Theme Boards it is proposed that the Chief Executive in consultation with the Leader make any necessary changes to that representation.

5. Local Government (Access to Information) Act 1985

5.1 Report to the Annual Meeting of the Council held on 21 May 2007 entitled 'Appointments to Outside Bodies' and report to the Haringey Strategic Partnership Board held on 22 May 2007 entitled 'Proposal for an Integrated Housing Board'.

6. Background

6.1 The Council at their Annual Meeting on 21 May 2007 referred to the Cabinet for consideration the appointment of Members to serve on the Haringey Strategic Partnership (HSP) and its Theme Boards. The HSP at their meeting on 22 May adopted a recommendation to establish a (sixth) integrated Housing Theme Board.

6.2 This report asks the Cabinet to confirm the appointment of Cabinet Members to serve on the Haringey Strategic Partnership (HSP) and its Theme Boards, to approve the continuation of current non Cabinet Member representation pending the first meeting of the Theme Boards and to authorise the Chief Executive in consultation with the Leader to approve any necessary changes.

7. Description

7.1 The current list of HSP bodies to which this report relates are -

- Haringey Strategic Partnership Board (parent body of the theme boards below):
 - Better Places Partnership Board
 - Children and Young People's Strategic Partnership Board
 - Enterprise Partnership Board
 - Integrated Housing Theme Board
 - Safer Communities Executive Board
 - Haringey Well-Being Partnership Board

Haringey Strategic Partnership

There are two ex-officio positions which are filled by the Leader and the Chief Executive. There are 3 other vacant positions. **The Cabinet is asked to confirm the appointment of the following Members to serve on the Board –**

Cabinet Member for Enforcement and Safer Communities

Cabinet Member for Housing

Cabinet Member for Community Cohesion and Involvement

Better Places Partnership Board

There is one ex-officio position filled by the Cabinet Member for Environment and Conservation and 1 vacant position. **The Cabinet is asked to confirm the appointment of the Executive Member for Community Involvement to serve on this Theme Board.**

Children and Young People's Theme Board

There are three ex-officio positions filled by the Cabinet Member for Children and Young People (Chair), the Leader and the Cabinet Member for Enforcement and Safer Communities. There is 1 vacant position. **The Cabinet is asked to confirm Councillor Jones continuing to serve on this Theme Board.**

Enterprise Theme Board

There is one ex-officio position filled by the Cabinet Member for Regeneration and Enterprise and 1 vacant position. **The Cabinet is asked to confirm Councillor Egan continuing to serve on this Theme Board.**

Housing Theme Board

This Theme Board was only recently established by the HSP Board on 22 May 2007. Proposals as to membership and the level of Council representation on the Theme Board will be considered at the next meeting of the HSP on 19 July 2007.

Safer Communities Executive Board

There is one ex-officio position filled by the Cabinet Member for Enforcement and Safer Communities and 1 vacant position. **The Cabinet is asked to confirm Councillor Cooke continuing to serve on this Theme Board.**

Well Being Theme Board

There is one ex-officio position filled by the Cabinet Member for Health and Social Services and 2 vacant positions. **The Cabinet is asked to confirm the appointment of the Cabinet Member for Housing and to Councillor Bull (as Chair of the Overview & Scrutiny Committee) and Dogus continuing to serve on this Theme Board.**

9. Comments of Head of Legal Services

9.1 The Head of Legal Services has been consulted on this report and has no comments to add.

10. Comments of Director of Finance

10.1 The Director of Finance has been consulted on this report and has no comments to add.

11. Summary and Conclusions

11.1 This report sets out proposals for the appointment of representatives to serve on the Haringey Strategic Partnership Board and its six theme boards.

12. Recommendations

12.1 That the Chief Executive be authorised in consultation with the Leader to appoint three to serve on the **Haringey Strategic Partnership Board** in the light of nominations received from HSP Theme Boards at their initial meetings in the current municipal year.

12.2 That approval be granted to the following appointments of Cabinet Members to serve on the HSP Theme Boards indicated –

Better Places Partnership - Cabinet Member for Community Cohesion and Involvement

Children and Young People's Strategic Partnership Board - Cabinet Member for Children and Young People (Chair), the Leader and the Cabinet Member for Enforcement and Safer Communities

Well Being Partnership Board - Cabinet Member for Housing

- 12.3 That approval be granted to the continuation of the following non Cabinet Members on the Theme Boards indicated pending the first meetings of those Boards following which the Chief Executive be authorised in consultation with the Leader to make any necessary changes:

Children and Young People's Theme Board – Councillor Jones

Enterprise Partnership Board - Councillor Egan

Safer Communities Executive Board - Councillor Cooke

Well Being Partnership Board – Councillor Bull (as Chair of the Overview & Scrutiny Committee) and Councillor Dogus.

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The Cabinet

On 19 June 2007

Report title: URGENT ACTIONS TAKEN IN CONSULTATION WITH CABINET MEMBERS

Report of: The Chief Executive

1. Purpose

To inform the Cabinet of urgent actions taken by Directors in consultation with Cabinet Members.

The report details urgent actions taken by Directors in consultation with Cabinet Members since last reported. Item number 26 (2006-7) has not previously been reported.

2. Recommendations

That the report be noted.

Report authorised by: Ita O'Donovan, Chief Executive



Contact officer: Richard Burbidge

Telephone: 020 8489 2923

4. Access to information:

Local Government (Access to Information) Act 1985

4.1 Background Papers

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

Executive Member Consultation Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

1. DIRECTOR'S ACTION – 2006-07

Exempt forms are denoted by ♦

No	Directorate	Date received in EMO	Date approved by Director	Date approved by Executive Member/ Leader	Title	Decision
26	Chief Executives	12.04.07	S.Young 04.04.07	G.Meehan 04.04.07	Equal Pay Offer	Approval to the making of an offer to the trade unions based on the best position available following negotiations.

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The Cabinet

On 19 June 2007

Report title: DELEGATED DECISIONS AND SIGNIFICANT ACTIONS**Report of: The Chief Executive****1. Purpose**

To inform the Cabinet 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

PD 

Contact officer: Richard Burbidge**Telephone:** 020 8489 2923

4. Access to information:

Local Government (Access to Information) Act 1985

4.1 Background Papers

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

Delegated Decisions and Significant Actions Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

DIRECTOR OF THE CHILDREN AND YOUNG PEOPLE'S SERVICE

Significant decisions - Delegated Action March / April 2007

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	23 April	Deletion of posts in Children and Families	Approved

Delegated Action

Type	Number
Request for implementation of CSO 6.03	3
Request for waiver of CSO 6.04 under CSO7 and approval for award of contract under CSO 11.02	4
Approval for award of contract under CSO 11.02	1
Approval for extension of contract under CSO 13.01	1
Request for implementation of CSO 13.1a – extension of contract	1
Request for implementation of CSO 13.3 – variation of contract	1
Notification of termination of contract	1
Correction of contract period	1

DIRECTOR OF Urban Environment (Enforcement Service)

Significant decisions - Delegated Action February 07

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	February	Robin Payne Assistant Director	4 authorisations for Directed Surveillance .
2.			
3.			

Delegated Action

Type	Number
Prosecutions for period – cases referred for prosecution to Legal	11
Power of Entry used for inspections for period	102
	22
	16
	196
	336
	24
FPN's served for Littering , Dog Fouling and Waste issues	54
Notices Issued – works of improvement, prohibition, requests for information	1
	2
	71
	22
	0
	67
	217
Seizures	16
Formal / Simple Cautions	2
Licensing Act 2003 applications dealt with	12

Personal Licences' Issued	8
Transfer of Premises Licence	21
Change of Designated Premises Supervisor	7
New Premises Licences' Issued	2
Variations issued	0
Massage and Special Treatment	2
Poisons	0
Charities	2
Section 34	42
Temporary Events Notice	72
Total	72
Licensing Miscellaneous	0
Housing Improvement Reclaim of Grants – Number of grants reclaimed	

DIRECTOR OF Urban Environment

Significant decisions - Delegated Action 2007/8 - April

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	20/4/07	Procurement of Green Boxes	CSO 6.03 to purchase 6864 boxes and lids for £23,701.92 + VAT from Straight
2	20/4/07	Report of Statutory Consultation	Delegated authority for proposed amendments to the existing parking restrictions along High Road N22 and Lordship Lane N17.
3.	19/4/07	Appointment of Building Control consultant	CSO 6.03 Funded from Building Control budget, 3 months not exceeding £10,000
4.	23/4/07	Definitive Map of Public Rights of Way	Decision of GPC not minuted on 4/7/5. Rectified.
5	12/4/07	HfH – CSO 6.3	Tiverton Estate Lighting Improvements – NDC Estate Renewal Programme 7/8 costing £8,400 - EDF
6.	13/4/07	HfH – Waiver of Leaseholder recharge	Waverley Road N17 Entrance 3. Renewal of communal entry doors, front and rear costing £9,482.85 from Neighbourhood Management budget
7.	13/4/07	Veryan Ct N8, BHEIP	CSO 6.3 Better Haringey Estate Improvement Programme – Veryan Court N8, £3,075 to Metal Fabrication Ltd for 2 weeks

Delegated Action

Type	Number
CSO's	4
Delegated authority	3

**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
TUESDAY, 17 APRIL 2007**

Councillors *Mallett (Chair), *Diakides, Haley and *Meehan

*Present

MINUTE NO.	SUBJECT/DECISION	ACTON BY
PROC50.	<p>APOLOGIES FOR ABSENCE (Agenda Item 1)</p> <p>An apology for absence was submitted on behalf of Councillor Haley.</p>	
PROC51.	<p>MINUTES (Agenda Item 4)</p> <p>RESOLVED</p> <p>That the minutes of the meeting held on 13 March 2007 be approved and signed.</p>	HLDMS
PROC52.	<p>CORPORATE LEARNING AND DEVELOPMENT PROGRAMME (Report of the Assistant Chief Executive (People and Organisational Development) – Agenda Item 6)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>We noted that it was the aim of the tender to identify and implement cost savings through the process used to access learning and development activities across the Council. The approach was to introduce framework agreements, covering all learning and development activities, including courses, that were applicable across the Council, excluding areas such as specialist, technical and professional training and the framework agreements covered five Lots. We also noted that only one supplier had tendered for Lot 3 – Accreditation of Development Programmes for which ILM was a component and because the submission had not met the requirements consideration was being given to providing these programmes in-house.</p> <p>We were advised that the services having been tendered on the basis of framework agreements subsequent awards of contract would be made either by way of call off or by mini competition.</p> <p>RESOLVED</p> <p>1. That, in accordance with Contract Standing Order 11, approval be granted to framework agreements being entered into with the suppliers detailed below in respect of the Lots indicated based on the schedules of rates set out in the interleaved report -</p>	ACE (POD)

**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
TUESDAY, 17 APRIL 2007**

	<p>Lot 1 – Short Courses to Supply the Newly Developed Competency Framework</p> <ul style="list-style-type: none"> • Bray Leino Ltd. • Deborah West Consultancy and Training • Excellence in Business • Maven Training Ltd • T-three Consulting • Vivid Developments Ltd. <p>Lot 2 – IT Training for Standard MS Office Based Applications or Upgraded Equivalents</p> <ul style="list-style-type: none"> • New Horizons Computer Learning Centre <p>Lot 4 – Facilitation of Workshops and other Team Based Activities based in the Directorates</p> <ul style="list-style-type: none"> • Bray Leino Ltd. • Deborah West Consultancy and Training • Excellence in Business • T-three Consulting • Vivid Development Ltd <p>Lot 5 – Diagnostic, Design and Delivery of Programmes Cutting across the Organisation</p> <ul style="list-style-type: none"> • Bray Leino Ltd. • Deborah West Consultancy and Training • Excellence in Business • T-three Consulting <p>2. That the agreements be awarded for a period of two years with an option to extend for two further periods of one year on the basis detailed in the interleaved report.</p> <p>3. That the awards of contracts to be made following mini competitions under the framework be submitted to our Committee for approval and a further report be submitted on the framework arrangements after six months operation.</p>	<p>ACE (POD)</p> <p>ACE (POD)</p>
<p>PROC53.</p>	<p>PROVISION OF ICT GOODS AND SERVICES FOR THE 6TH FORM CENTRE UNDER THE BUILDING SCHOOLS FOR THE FUTURE (BSF) PROGRAMME (Report of the Director of the Children and Young People's Service – Agenda Item 7)</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because of the need for an interim ICT Managed Service Provider (MSP) to be appointed prior to the opening of the 6th Form Centre in September 2007.</p> <p>Details of the contracts which were set out in the Appendix to the</p>	

**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
TUESDAY, 17 APRIL 2007**

	<p>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>We noted that the £1.35 million capital costs outlined in the interleaved report did not cover capital or revenue from year 2 onwards, that the funding to pay for these costs had not yet been fully identified and that this represented a risk. Having also noted that the shortfall would have to be met from the on-going revenue budget for the new Sixth Form Centre, we asked that a further report be submitted to the June meeting of our Committee indicating how these ICT costs would be incorporated into the 5 year operational budget of the Centre. The report should also set out the decision taken by the Director of the Children and Young People's Service under the delegated authority now sought.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. That approval be granted to the delegation of authority for the award of contract for the provision of an ICT Solution and Managed Service to the Director of the Children and Young People's Services in consultation with the Executive Member for Children and Young People, the Chair of the Executive Procurement Committee and the Leader of the Council. 2. That the award of contract be for a period of up to 2 years, with an option to extend for a further period of up to 3 years until the responsibility for the provision of the managed service was transferred to the ICT Managed Service Provider. 	<p>DCYPS</p> <p>DCYPS</p> <p>DCYPS</p>
<p>PROC54.</p>	<p>HORNSEY LIBRARY REWIRE PROJECT - AWARD OF CONTRACT (Report of the Director of Adult, Culture and Community Services – 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 of any particular person (including the Authority holding that information).</p> <p>RESOLVED</p> <p>That in accordance with Contract Standing Order 11, approval be granted to the award of the contract for the Hornsey Library Rewire project, to Cosmur Ltd. on the terms and conditions set out in the interleaved report.</p>	<p>HALLAM /HP</p>
<p>PROC55.</p>	<p>TRANSFER OF CONTRACT OBLIGATIONS FOR RESIDENTIAL ACCOMMODATION FOR PEOPLE WITH SEVERE LEARNING AND PHYSICAL DISABILITIES FROM HOLM TO HAIL (Report of the Director of Adult, Culture and Community Services – Agenda Item 9)</p>	

**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
TUESDAY, 17 APRIL 2007**

	<p>We noted that in paragraph 8.3 the description of HAIL as a 'larger national organisation' should read 'larger local organisation'.</p> <p>RESOLVED</p> <p>That, in accordance with Contract Standing Order 14.1, approval be granted to the transfer of the contract for residential accommodation for people with severe learning and physical disabilities from Homes of Our Lady of Muswell to Haringey Association for Independent Living on the terms and conditions set out in the interleaved report.</p>	DACCS
<p>PROC56.</p>	<p>EXPANSION OF COLERIDGE PRIMARY SCHOOL FROM TWO FORM TO FOUR FORM ENTRY (Report of the Director of the Children and Young People's Service – Agenda Item 10)</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 not appointing a main contractor at this stage would result in major programme failure, with admission of pupils in September 2008 delayed.</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 Contract Standing Order 11, approval be granted in principle to the award of the contract for the refurbishment and construction works to provide a new teaching block and ancillary spaces at the existing TUC site adjacent to the existing Coleridge Primary School to Jerram Falkus Construction Ltd. 2. That approval be granted to the delegation of authority to finalise the contract price with Jerram Falkus Construction Ltd. to the Director of the Children and Young People's Service in accordance with the terms of the Framework Agreement, the price not to exceed the Agreed Maximum Price as stated in the Appendix to the interleaved report. 	<p>DCYPS</p> <p>DCYPS</p>
<p>PROC57.</p>	<p>APPOINTMENT OF CONTRACTOR PARTNERS TO A BUILDING SCHOOLS FOR THE FUTURE FRAMEWORK AGREEMENT (Report of the Director of the Children and Young People's Service – 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</p>	

**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
TUESDAY, 17 APRIL 2007**

	<p>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>We noted that the report sought approval to award the framework agreement contract for the Contractor Partners for the Building Schools for the Future (BSF) programme which had confirmed funding of £179 million from the Department of Education and Skills. We also noted that the Council already had a number of other construction framework agreements from which it could call off professional service consultants and construction contractors arising from which concern was expressed about the management of certain of these contracts, in particular some school projects. Clarification was then sought of what measures would be put in place to ensure the adequacy of project management arrangements for individual BSF schools projects and, having noted the response given, we asked that we be provided with stage reports at key stages of the programme.</p> <p>Clarification was also sought of the timetable, once the framework was in place, for the mini competition to appoint contractors to start on the first three schools projects in the programme. Having been advised that there would be a 'cooling off' period following the decision to award the framework agreement which would end on 10 May followed by a competitive process lasting 4 – 6 weeks, we were of the view that the award of the call off contracts should be made by our Committee rather than delegated to the Director of Children and Young People as proposed in the report.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. That approval be granted to the award of the framework agreement contract for the Contractor Partners for the Building Schools for the Future programme to the following contractors <ul style="list-style-type: none"> • Apollo London Ltd • Breyer Group plc • Willmott Dixon Construction Ltd. • Durkan Ltd. • Balfour Beatty Construction Scottish and Southern Ltd. • Galliford Try Construction South 2. That the award the call off contracts for the contractors for the individual school projects under the Building Schools for the Future Programme be made by the Executive Procurement Committee. 	<p>DCYPS</p> <p>DCYPS</p> <p>DCYPS</p>
<p>PROC58.</p>	<p>TERMINATION OF CONTRACT, DEARLE AND HENDERSON, PROJECT MANAGERS FOR THE BSF PROGRAMME (Report of the Director of the Children and Young People's Service – Agenda Item 19)</p> <p>The interleaved report was the subject of a motion to exclude the press and public from the meeting as they contained exempt information</p>	

**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
TUESDAY, 17 APRIL 2007**

	<p>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 the report be noted.2. That a further report be submitted to the Committee on all of the contracts on which Dearle and Henderson were acting as project managers on behalf of the Council.	HPr
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ANTONIA MALLETT
Chair

**MINUTES OF THE PROCUREMENT COMMITTEE
THURSDAY, 17 MAY 2007**

Councillors *Mallett (Chair), *Diakides, Haley and *Meehan

*Present

MINUTE NO.	SUBJECT/DECISION	ACTON BY
PROC59.	<p>APOLOGY FOR ABSENCE</p> <p>An apology for absence was submitted by Councillor Haley.</p>	
PROC60.	<p>CORPORATE LEARNING AND DEVELOPMENT PROGRAMME - AWARD OF CONTRACTS (Report of the Assistant Chief Executive (People and Organisational Development) – Agenda Item 4)</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because the proposals could not be evaluated until 16 May. The report was too urgent to await the next meeting because if the matter was not considered by the Committee it would materially affect the commencement date of a staff development programme that had already been published.</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>We noted that pursuant to our decision vide Minute PROC52 a mini-competition exercise had been held to identify suppliers to provide short training courses under Lot 1 of the Framework Agreement. We also noted that the suppliers proposed had been selected to provide high quality, value for money services for a period of two years with the option to extend for two further periods of one year each.</p> <p>We were concerned that the mini competition process had, in the case of a number of the courses, resulted in only one supplier responding and we asked that a further report be submitted to us in due course which reviewed the framework agreements and included an evaluation of the courses provided.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the appointment of the following suppliers under Lot 1 of the Corporate Learning and Development framework agreements on the terms detailed in the Appendix to the interleaved report: <ul style="list-style-type: none"> Learning & Managing Change – D. West Project and Programme Management – Maven Sustaining Effective Partnership – D. West Making Public Consultation Work – D. West 	ACE – POD

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	<p>Clear & Critical Thinking – Vivid Emotional Intelligence – Vivid Effective Writing Skills for all Staff – T-3 Time Management – Vivid Effective Communication & Presentation – Bray Leino Finance for Budget Holders – Bray Leino Planning for Retirement - Bray Leino Managing Health & Safety - Bray Leino Health & Safety Risk Management - Bray Leino</p> <p>2. That a further report be submitted in due course which reviewed the framework agreements and included an evaluation of the courses provided.</p>	ACE - POD
3.	<p>APPOINTMENT OF CONSULTANT FOR THE BSF AND ACHIEVING EXCELLENCE PROGRAMMES (Report of the Interim Director of Corporate Services – Agenda Item 8)</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because of the need to agree a short term arrangement pending the procurement of Council Project/Programme Consultancy Framework Agreement.</p> <p>The interleaved report was 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>We were advised that it was important to regularise the arrangements that were needed to support the Building Schools for the Future and Achieving Excellence programmes but without compromising the programmes timetables.</p> <p>We noted that it was equally important to ensure value for money which it was considered in the short term could best be achieved by calling off consultancy services provided by Qedis via Tribal and from the Office of Government Commerce Buying Solutions (OGCbs) Framework Agreement. However, we also noted that in the longer term this arrangement might not offer best value and alternative and more cost effective solutions needed to be explored.</p> <p>RESOLVED</p> <p>1. That approval be granted to the short term appointment of Qedis for the Building Schools for the Future programme and Phase 1 of the Achieving Excellence programme on the terms and conditions set out in Section 3 of the interleaved report at a total estimated cost of £1, 662,625.</p> <p>2. That an internal audit investigation be conducted into the systems in place to ensure that the appointment of service</p>	<p>DCorpS</p> <p>DCorpS</p>

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	<p>providers under framework arrangements, particularly those appointed to Children and Young Peoples Directorate, were compliant with the Public Contracts Regulations 2006 and the results be reported back to our Committee.</p> <p>3. That the Head of Procurement conduct a review of payments made to outside suppliers of more than £10,000 in value to ensure they were compliant with the Council's Contract Standing Orders.</p> <p>4. That consideration be given to alternative arrangements for the provision of programme support to the Building Schools for the Future and the Achieving Excellence Programmes including the possible employment of staff on fixed term contracts and market testing of the OGCbs Framework Agreement consultancy rates and a report back be made in six months time.</p>	<p>HPr</p> <p>DCorpS</p>
4.	<p>VOTE OF THANKS</p> <p>We placed on record our thanks to Councillor Mallett for her services as Chair of our Committee in the 2006/07 municipal year.</p> <p>Councillor Mallett responded and thanked other Members of the Committee and officers for their support throughout the year.</p>	

ANTONIA MALLETT
Chair

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**MINUTES OF THE EXECUTIVE MEMBER SIGNING
FRIDAY, 18 MAY 2007**

Present: Councillor Nilgun Canver (Executive Member for Crime and Community Safety).

IEXM1 MINUTES

RESOLVED:

That the minutes of the meeting held on 23 November 2006 be approved and signed.

IEXM2 ENFORCEMENT FEES AND CHARGES (Report of the Director of Environmental Services – Agenda Item 5)

It was noted that the report set out a range of fees and charges for services provided through the Enforcement Business Unit. It was also noted that some fees were prescribed by relevant Secretary of State but some were set as an Executive function. Charges which reflected normal inflationary increase were proposed for agreement by way of an Executive Member signing. The report also included proposed charges for pest control based on a charging structure which would, in some cases, reflect above inflation increases.

It was reported that fees and charges in the report did not include the setting of fixed penalty notice charges which would be reported separately with recommendations that covered levels and payment methods. Approval of charges and fees was sought for Enforcement services for 2007/8 as set out in Appendices A to E to the interleaved report covering Pest Control, Street Trading, Licensing and other miscellaneous charges.

RESOLVED:

That approval be granted to the fees and charges as set out in Appendices A – E of the interleaved report in relation to the following services provided through the Enforcement Business Unit –

- Pest Control Services
- Miscellaneous
- Street Trading
- Licensing Fees (Set Locally)
- Fees Prescribed by the Secretary of State

NILGUN CANVER
Executive Member for Crime and Community Safety

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